Greater Bengaluru Authority

RFP for Selection of Agency for Establishment & Running of 10-Comprehensive Citizen Service Centres [GBA Guarantee Seva Kendras – GBA GSKs] for All GBA & Bengaluru City Corporations Services on BOOT

Tender Notification No: GBA/2025-26/SE0023

Office of the Special Commissioner (IT & Revenue),

Greater Bengaluru Authority, Hudson Circle, Bengaluru – 560 002

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Greater Bengaluru Authority

Office of the Special Commissioner (IT & Revenue),
Greater Bengaluru Authority, Hudson Circle, Bengaluru – 560 002

No:GBA/2025-26/SE0023

Date:23.03.2026

1. TENDER SCHEDULE

RFP for Selection of Agency for Establishment & Running of 10-Comprehensive Citizen Service Centres for All GBA & Bengaluru City Corporation Services on BOOT through e-Procurement System

Milestone	Date/ Reference	Timeline
Tender Inviting Authority	Deputy Commissioner (IT), Greater Bengaluru Authority	
Tender Accepting Authority	Chief Commissioner, Greater Bengaluru Authority	
Tender Reference		
Date from which Bid document is ready for download through E-Procurement Portal of Government of Karnataka	23/03/2026	T
Last date for submitting clarification if any	07/04/2026 @ 11 AM	T+10 days = T2
Pre bid Meeting	08/04/2026 @ 4.00 PM	T+11 days = T2
Last date and time for uploading of tender in e-Procurement platform	27/04/2026 @ 5.30 PM	T2 + 2 Week = T3
Time and date of opening of tenders: Pre-Qualification & Technical Bid and Technical Evaluation	29/04/2026 11.00 AM	T3 (3 week) + 3 Day = T4
Time and date of opening of tenders: Commercial Bid	After evaluation of the technical bids.	After evaluation of the technical bids.
Contact Person for queries	Deputy Commissioner (IT), Greater Bengaluru	

	Authority Ph: 080-XXXXXXXXXX Email 1: dy.comm-it@bbmp.gov.in Email 2: dcio-it@bbmp.gov.in	
Place of Opening of Tenders and Address for communication	Office of the Special Commissioner , (IT & Revenue), Greater Bengaluru Authority, Hudson Circle, Bengaluru – 560 002	
Earnest Money Deposit	Rs 20 Lakhs	

Note: Completed tender shall be uploaded through e-Procurement system only in the manner described under this tender Documents on or before the last date & time stipulated.

Deputy Commissioner (IT),
Greater Bengaluru Authority

2. INVITATION FOR PROPOSAL

3. This RFP Document is being published by IT Wing of Greater Bengaluru Authority (GBA) [hereinafter referred to as the IT-GBA]
4. The GBA and the 5-City Corporations of Bengaluru City deliver large number of citizen services including – eKhata, New Khata, Trade Licences, Building Plans, Development Plans, Layout Approvals, various permissions. There are online and offline options to the citizens to apply for these services.
5. While the GBA and the 5-City Corporations endeavour to deliver their services in smoothest, hassle-free and the most citizen friendly manner but some of the services requires considerable understanding to properly apply and handle the application processes even from the citizen point of view. Further, post application the citizens are forced to go to multiple offices to ascertain the status of their applications and "pursue things". Even when the information is available ONLINE yet there are many challenges for a common citizen to access even the ONLINE information including due to lack of proper understanding. This lack of understanding of the citizens is exploited by middlemen who mislead and misguide.
6. A comprehensive ONE-STOP-SHOP which fully handholds the citizens from the moment a citizen applies for any service until the service is delivered is a critical need. It will also be a pleasant interface point for everything that any citizen need from the GBA or the 5-City Corporations which has been sorely missing.
7. This RFP is to engage a well-qualified, motivated and experienced partner who will set up 10 (ten) comprehensive, fully equipped, Citizen Service Centres of not less than 5000 Sq Feet size to interface, receive applications, provide information and deliver all the services of the GBA and 5-City Corporations to the citizens on BOOT basis.
8. All interested bidders shall pay EMD and Tender Processing fee and submit their Technical and Commercial responses electronically using the unified e-Procurement platform of the eGovernance Department. The URL of the e-Procurement portal is: https://kppp.karnataka.gov.in
9. Bidders are advised to study this RFP document carefully before submitting their proposals in response to the RFP Notice. Submission of a proposal in response to this notice shall be deemed to have been done after careful study and examination of this document with full understanding of its terms, conditions and implications.
10. This RFP document is not transferable. Before submission of bids, bidders must ensure that scanned copy of all the necessary documents have been attached with the bid. The GBA will not be responsible for delay in proposal submission due to any reason. Bidder agencies are requested to attend a pre-proposal conference as per details provided below.
11.

Important Information Related to the tender

SL No	Item	Description
1	Cost of Tender Document	NIL
2	Earnest Money Deposit (EMD)	Rs.20 Lakh
3	Bid Validity Period	6 Months from the last date (deadline) for submission of proposals. May be extend based on the requirement
4	Deadline/ last date for furnishing performance security	Within 15 (Fifteen) working days of the date of notice of award of the contract or prior to signing of the contract whichever is earlier.
5	Performance security validity period	3 months after expiration of the Contract Period
6	Deadline / last date for signing contract	Within 15 working days of notice of award
7	Tenure of the Contract	7-Years

12. INTRODUCTION

1 The Greater Bengaluru Authority and the 5-City Corporations in the Greater Bengaluru Area have been established under the Greater Bengaluru Governance Act 2024 with an aim to bring the City administration closer to the citizens and transform the service delivery and Bengaluru City.

2 The GBA plays the role of a coordinator among all the agencies in Bengaluru City while each City Corporation is the *"Local Self Government"* under the Constitution of India within their own areas and tasked with municipal functions.

3 The GBA and the 5-City Corporations of Bengaluru City deliver large number of citizen services including – eKhata, New Khata, Trade Licences, Building Plans, Development Plans, Layout Approvals, various permissions. There are online and offline options to the citizens to apply for these services

4 This RFP is to appoint a partner agency to set up and run 10 (ten) comprehensive ONE-STOP-SHOP Citizen Service Centres which fully handhold the citizens from the moment a citizen applies for any service until the service is delivered on BOOT basis.

5 There shall be one Comprehensive CSC in each of the 10-Zones in Bengaluru; each with a carpet area not less than 5000 Sq Feet. It shall have waiting area, Information & Help Desk, delivery counters and everything else needed to run such a centre so that it gives an smooth and hassle-free experience in service delivery to the Citizens.

13. BIDDING PROCESS

Bidding Highlights

a) This invitation for bids is open to all Indian firms who fulfill qualification criteria as specified in the various sub sections of this RFP.
b) Bidders declared by the GBA to be ineligible to participate for unsatisfactory past performance, corrupt, fraudulent or any other unethical business practices shall not be eligible. Any bidder black-listed by any Government Department or a Government Authority or owned Agency/PSU and where the black-listing is within the black-listed period shall be ineligible to participate. A self-affidavit by the bidder of not being so black-listed should be submitted.
c) Breach of general or specific instructions for bidding, general and special conditions of contract with the GBA or any of its organizations during the past 3 years may make a firm ineligible to participate in bidding process.
d) A Bidder can submit only **one bid**, and a single Bidder submitting more than one bid shall be disqualified and liable to be blacklisted by the GBA.
e) Invited Bidders are advised to study this Tender document carefully. Submission of bid for the Project shall be deemed to have been done after careful study and examination of this document with full understanding of its implications
f) Key resources proposed by the Bidder should be on the rolls of the Bidder and only the proposed resources would be accepted, unless in the event of the resource having left the Bidder organization. Documentation to support the same to be provided as part of technical bid submission.

4.1 Bidding schedule – Key dates

The GBA would by and large follow the bidding schedule as given in the following table. The GBA reserves the right to modify the schedule. However, any changes to the schedule would be prior notified either through a letter or hosted in the website or through email to all agencies.

This is a 2 cover Tender. The bid shall be evaluated as follows –
1. Technical Evaluation
2. Commercial Evaluation

Particulars	Details
Name of Authority	The Greater Bengaluru Authority (The Authority)
Name of the Engagement	RFP for Selection of Agency for Establishment & Running of 10-Comprehensive Citizen Service Centres for the GBA & 5-City Corporation Services in Bengaluru City
Release Date of RFP by The Authority	Please refer KPP Portal
Last date & time for submission of Pre-Bid Queries	Please refer KPP Portal
Pre-Bid Meeting	Please refer KPP Portal
Publish response to pre-bid queries	Please refer KPP Portal
Last date (deadline) for submission of the bid	Please refer KPP Portal
Opening of Technical Bids	Please refer KPP Portal
Presentation by Bidders	Please refer KPP Portal
Opening of Commercial Bids	Please refer KPP Portal
Validity of Proposal	Proposals must remain valid 180 days after the Submission date.
Method of Selection	Least Evaluated Price of the Services
Address of Communication	Office of the Deputy Commissioner (IT), Greater Bengaluru Authority, Hudson Circle, Bengaluru – 560 002
Bidding in Consortium	Not Allowed
Sub-Contracting	Not Allowed except as may be specifically allowed in this RFP.
Tender Processing Fee	Please refer KPP Portal
Earnest Money Deposit / Bid Security	Please refer KPP Portal

Note:

a) The date of opening of the commercial bids will be available in e-procurement portal
b) The GBA reserves the right to change any schedule of bidding process. Please visit : https://kppp.karnataka.gov.in seam regularly for the same.

4.2 Procedure for submission of bids

Earnest Money Deposit, Tender Processing Fees and Download of Tender Document:
Bidder can download the tender document for free from the portal (https://kppp.karnataka.gov.in) till the due date and time for bid submission.

Bidder shall submit EMD declaration form in the specified format (Annexure-16)

Bidder shall pay tender processing fees prescribed in the E-Procurement portal to participate in this tender. The tender processing fee has to be paid through any of the five e-payment options in the portal:

- Credit Card
- Direct Debit
- National Electronic Funds Transfer (NEFT)
- Over the Counter (OTC) – designated ICICI bank branches located across the country Internet Banking

Please note that payments submitted through Cheque or demand draft shall not be accepted. Further details regarding e-Payment, please refer to e-procurement portal or call e-procurement helpline.

Note: It will be in the interest of the bidders to familiarize themselves with the e-procurement system to ensure smooth preparation and submission of the tender documents.

Modes of Submission:

All interested bidders shall pay Tender Processing fee (as mentioned in e-Procurement portal) and submit their Technical and Commercial RFP responses electronically using the unified eProcurement platform of the GoK. The e-Procurement portal is available at https://kppp.karnataka.gov.in

Companies shall submit the tenders only through the unified e-Procurement system before the scheduled date and time for bid submission. Tenders cannot be submitted after the due date and time.

Incomplete and draft bids shall not be considered. GBA will not be liable or responsible for any glitches such as unavailability of the portal, the internet link or any other technical issues.

All the bid documents shall be filled by the bidder and submitted along with other bid documents.
Incomplete and incorrect documents may lead to rejection of the bid.

4.3 Authentication of bid

The response bid shall be signed by the Bidder or a person or persons duly authorized to bind the Bidder to the Contract. A letter of authorization shall be supported by a written power-of-attorney accompanying the bid.

4.4 Validation of interlineations in bid

The bid shall contain no interlineations, erasures or overwriting except as necessary to correct errors made by the Bidder, in which case such corrections shall be initialed by the person or persons signing the bid.

4.5 Cost of bidding

The Bidder shall bear all costs associated with the preparation and submission of its bid including cost of presentation for the purposes of clarification of the bid, if so desired by the GBA. The GBA will in no case be responsible or liable for those costs, regardless of the outcome of the Tendering process.

4.6 Clarification on tender document

A prospective Bidder requiring any clarification on the RFP Document may submit his queries, in writing, at the mailing address and as per schedule indicated in “Invitation for Bids / Key events and dates”. The queries must be submitted in the following **format only** to be considered for clarification:

Sl. No.	Section No. / Clause No.	Page No.	Reference/ Subject	Clarification Sought
..	..	..	..	..

The queries not adhering to the above-mentioned format would not be responded. The GBA will respond to any request for clarification to queries on the Tender Document, received not later than the dates prescribed in Invitation for Bids / Key events and dates. The clarifications (including the query but without identifying the source of inquiry) will be uploaded on the portal
(https://kppp.karnataka.gov.in)

4.7 Language of bids

The Bids prepared by the Bidder and all correspondence and documents relating to the bids exchanged by the Bidder and the GBA, shall be written in English language. Any printed literature furnished by the Bidder may be written in another language so long the same is accompanied by a duly attested English translation in which case, for purposes of interpretation of the bid, the English translation shall govern.

This bid should be filed in English language only. If any supporting documents submitted are in any language other than English, translation of the same in English language is to be duly attested by the bidder.

4.8 Amendment of tender

a) At any time prior to the last date for receipt of Bids, GBA, may, for any reason, whether at its own initiative or in response to a clarification requested by the Bidders, modify the Tender by issuing an addendum/corrigendum. Any such amendment issued along with the original Tender document will constitute Revised Tender.

b) The addendum/corrigendum will be uploaded on the https://kppp.karnataka.gov.in website. The Bidders are requested to visit the website frequently to check for any amendments.

4.9 Handwritten documents, Erasures or Alterations

The offers containing erasures or alterations will not be considered. There should be no hand-written material, corrections or alterations in the offer. Filling up of the information using terms such as “OK”, “noted”, “as given in brochure/manual” is not acceptable and may lead to the dis-qualification of the bid.

4.10 Bid Prices

The Bidder shall prepare the bid based on details provided in the tender documents. It must be clearly understood that the Scope of Work is intended to give the Bidder an idea about the order and magnitude of the work and is not in any way exhaustive and guaranteed by the GBA to bidder. The Bidder shall carry out all the tasks in accordance with the requirement of the tender documents & with due diligence. It is the responsibility of the Bidder to fully meet all the requirements of the tender documents and to meet objectives of the project.

If during the course of execution of the project any minor revisions to the work requirements like technical specifications, equipment sizing, etc. are to be made to meet the goals of the project; such changes shall be carried out within the proposed prices. If any deviation has a major impact on the commercials, Committee appointed by the GBA shall take appropriate decision and such decisions would be binding on the Bidder. The bid prices are FIXED throughout the contract period.

4.11 Firm prices & discount

Prices quoted in the bid must be firm and final and shall not be subject to any upward modifications, on any account whatsoever. The GBA reserves the right to negotiate the prices quoted in the bid to effect downward modification.

The Commercial bid should clearly indicate the service wise prices as per details given in the Financial Bid format in Annexure-15 without any ambiguity / qualifications whatsoever and should take into consideration all the costs and likely revenues and profit margins and include all applicable taxes, duties, fees, levies and other charges as may be applicable in relation to the activities proposed to be carried out. The applicable taxes as may change from time to time would prevail.

The prices for the services in any form or by any reason before opening the Commercial Bid should not be revealed, failing which the offer shall be liable for rejection. Decisions of the GBA shall be final in this regard.

4.12 Inspection of Site and Sufficiency of Tender

Bidders are expected to work out their own costs, revenues and likely profit margins based on the detailed description of scope of work items, the specifications, SLA conditions, etc. and should judiciously arrive at the commercials in terms of the service prices for the BOOT. The calculations of the Bidders in terms of costs, revenues and expected profits over the period of contract shall be shared as part of the financial bid details and evaluation. The Bidders shall be deemed to have satisfied themselves before bid submission as to correctness and sufficiency of its Tender. The service prices quoted shall take into account all the obligations under the contract necessary for proper completion and maintenance of the Works/Services and the associated costs and revenues that the bidder expects to get. The GBA shall not be responsible for any lack of understanding or wrong assumptions made by the bidder while giving his bid in terms of the service prices.

4.13 Compliant Proposals / Completeness of Response

a) The Bidders are advised to study all instructions, forms, terms, requirements and other information in the RFP documents

carefully. Submission of the Bid shall be deemed to have been done after careful study and examination of this RFP document with full understanding of its implications.

b) Failure to comply with the requirements of this paragraph may render the Proposal non-compliant and the Proposal may be rejected. Bidders must:
   a. Include all documentation specified in this RFP;
   b. Follow the format (wherever provided) of this RFP and respond to each element in the order as set out in this RFP;
   c. Comply with all requirements as set out in this RFP.

c) The Bids shall be submitted strictly in accordance with the requirements and terms & conditions of this RFP.

4.14 Bid validity period

a) Period of validity of bids

Bids shall remain valid for 180 days after the date of opening of Technical Bids prescribed by the GBA. A bid valid for a shorter period may be rejected as non-responsive.

b) Extension of Period of Validity

In exceptional circumstances, the GBA may request the Bidder(s) for an extension of the period of validity. The request and the responses thereto shall be made in writing, e-Mail (or by fax).

4.15 Subcontracting or subletting of work

Any sub-contracting or subletting of work under the contract is **NOT** permitted except specifically permitted in this RFP such as for Call Centre.

4.16 Consortium bids

The Bidder is **NOT** allowed to form Consortium of any nature whatsoever to perform the Services as specified under this RFP.

4.17 No idle time charges

No idle time charges shall be payable by the GBA, in any case what-so-ever.

4.18 Contacting the GBA

Contact by writing

No bidder shall contact the GBA on any matter relating to its bid, from the time of bid opening to the time the contract is awarded. If the Bidder wishes to bring additional information to the notice of the GBA, it should be done in writing.

4.19 Rejection of bid

Besides other conditions and terms highlighted in the tender document, bids may be rejected under following circumstances:

4.19.1 General Rejection Criteria

(a) Conditional Bids;

(b) If the information provided by the Bidder is found to be incorrect / misleading / fraudulent at any stage / time during the Tendering Process;

(c) Any effort on the part of a Bidder to influence the bid evaluation, bid comparison or contract award decisions;

(d) Bids received after the prescribed time & date for receipt of bids;

(e) Bids received without the prescribed Earnest Money Deposit / Bid Security; (f) Bids without signature of person (s) duly authorized on required pages of the bid; (g) Bids without power of attorney/ board resolution.

4.19.2 Technical Rejection Criteria

(a) Bidders not complying with the Eligibility Criteria given in this RFP

(b) Revelation of prices bid in any form or by any reason before opening the Commercial Bid;

(c) Failure to furnish all information required by the Tender Document or submission of a bid not substantially responsive to the Tender Document in every respect;

(d) Failure to furnish all information required by the Tender Document or submission of a bid not substantially responsive to the Tender Document in every respect;

(e) Bidders not quoting for the complete scope of work as indicated in the Tender documents, addendum (if any) and any subsequent information given to the Bidder;

(f) Bidders not complying with the Technical and General Terms and conditions as stated in the Tender Documents;

(g) The Bidder not confirming unconditional acceptance of full responsibility of providing services in accordance with the

Scope of work and Service Level Agreements of this tender.

Any false declaration by the bidder during or after the bidding process would result in blacklisting of the bidder, forfeiture of entire PBG and payments due to bidder

4.20 GBA's right to vary scope of contract

The GBA may at any time, by a written order given to the Bidder, make changes to the scope of the contract as specified.
If any such change causes an increase or decrease in the cost of or the time required for the Bidder's performance of any part of the work under the Contract, whether changed or not changed by the order, an equitable adjustment shall be made in the Contract Value or time schedule, or both, and the Contract shall accordingly be amended. Any claims by the Bidder for adjustment under this Clause must be asserted within thirty (30) days from the date of the Bidder's receipt of the GBA's change order.

4.21 GBA's right to accept any bid and to reject any or all bids

The GBA reserves the right to accept any bid and to annul the Tender process and reject all bids at any time without assigning any reason prior to award of Contract, without thereby incurring any liability to the affected Bidders or any obligation to inform the affected Bidders of the grounds for the GBA's action.
The GBA reserves the right to negotiate the commercials with the L1 Bidder and seek revised commercial bid.

4.22 Notification of Award

LOI to the successful Bidder through e-Procurement Portal and Selected Agency shall accept the same on the e-Procurement Portal. Within 7 days of receipt of the Letter of Intent (LoI) issued by the GBA, the successful Bidder shall be required to sign the LoI and return the same to the address specified above as a token of acceptance of the LoI. Within 15 days of receipt of the LoI by the successful Bidder, the successful Bidder shall submit the Performance Bank Guarantee (PBG) in accordance with the terms of this RFP.

4.23 Performance Bank Guarantee

The successful Bidder shall at his own expense submit to the GBA an unconditional, irrevocable and continuing Performance Bank Guarantee (PBG) for a period of that is six months more than the contract period bid, from a Nationalized Bank, in the format as prescribed in **Annexures-1**, payable on demand, for the due performance and fulfilment of the contract by the bidder.

This Performance Bank Guarantee will be for an amount of **INR 5 Crores (Rupees Five Crores only)**. No interest shall be payable on the PBG. In case the project is delayed beyond the project schedule as mentioned in RFP the performance bank guarantee shall be accordingly extended by the Bidder till completion of scope of work as mentioned in RFP. The PBG shall be valid 3-months after the completion/termination of the project.

4.24 Signing of Contract

Subsequent to the GBA notification to the successful Bidder by way of a LoI (Letter of Intent), acceptance of the LoI and submission of the Performance Bank Guarantee, the successful Bidder shall execute the Master Services Agreement with the GBA. Failure of the successful Bidder to furnish the Performance Bank Guarantee or execute the Agreement within the prescribed time will make the bidder ineligible. The GBA shall negotiate with the next eligible bidder. The successful Bidder will be liable to indemnify the GBA for any additional cost or expense, incurred on account of failure of the successful Bidder to execute the Agreement.
Notwithstanding anything to the contrary mentioned above, the GBA at its sole discretion shall have the right to extend the timelines for execution of Agreement on the request of the successful Bidder, provided the same is bona fide.

4.25 Concessions permissible under statutes

Bidder, while quoting against this tender, must take cognizance of all concessions permissible, if any, under the statutes and ensure the same is passed on to the GBA, failing which it will have to bear extra cost. In case bidder does not avail concessional rates of levies like customs duty, excise duty, sales tax, etc. The GBA will not take responsibility towards this. However, The GBA may provide necessary assistance, wherever possible, in this regard.

4.26 Taxes

The Bidders shall fully familiarize themselves about the applicable domestic taxes (such as GST, income taxes, duties, fees, levies, etc.) on amounts payable by the GBA under the resultant Agreement. All such taxes must be considered by the Bidders while giving his bid for the prices for the services.

4.27 Termination/Withdrawal

The GBA reserves the right to withdraw/ terminate the contract without any liability of the GBA and forfeit the Performance Guarantee Amount, in any of following circumstances:

- Bidder becomes insolvent, bankrupt, resolution is passed for the winding up of the bidder's organization
- Information provided to the GBA is found to be incorrect or wrong or false.
- Misleading claims are made which materially affects the project or the eligibility of the Bidder.

4.28 Bidder's Obligations

a. The bidder is obliged to work closely with the GBA, act with integrity and devotion to the Scope of Work and abide by directives issued by the GBA.
b. The bidder will abide by the job safety measures prevalent in India and will free the GBA from all demands or responsibilities arising from accidents or loss of life the cause of which is the bidder's negligence. The bidder will pay all indemnities arising from such incidents and will not hold the GBA responsible or obligated
c. The bidder is responsible for managing the activities of its personnel and will hold itself responsible for any misdemeanor

4.29 Tax Payable

I. The Bidder shall pay for all taxes in connection with this Agreement, scope of work and any other engagement required to be undertaken as a part of this Agreement.

II. Ordinarily there are no payments expected to be made to the Bidder by the GBA. However, any payments made to the Bidder shall be subject to the deductions of tax at source under Income Tax Act, and other applicable taxes, and deductions as provided for under any law, rule or regulation. The GBA shall provide the Bidder with the original tax receipt of any withholding taxes paid by The GBA or its nominated agencies on payments under this Agreement within reasonable time after payment.

4.30 Evaluation of Technical and Commercial proposal

4.30.1 Bid Opening

A two-cover system will be followed for this RFP. The two bids are Technical Bid and Commercial Bid. Those who meet the technical qualification criteria only their Financial/Commercial Bid would be opened for evaluation.
An evaluation committee will be formed by GBA for evaluation of the bids and be the part of the Tender Scrutiny Committee. The evaluation

committee appointed by the GBA as a whole and each of its members individually evaluates the proposals on the basis of their responsiveness to the Terms of Reference. Each responsive proposal will be given a technical score (St) Decision of the committee would be final and binding upon all the Bidders. The bids will be opened on or after the date and time specified in e-Procurement portal. A bid shall be rejected if it fails to achieve the minimal technical score as is specified in the tender document. The commercial proposal of only those bidders found technically qualified will be opened.

1) The Proposed Evaluation Committee constituted by the GBA shall be part of the Tender Scrutiny Committee (TSC) and evaluate the responses to the RFP and all supporting documents / documentary evidence. Inability to submit requisite supporting documents / documentary evidence, may lead to rejection.

2) The Proposed Evaluation Committee cum TSC may ask for meetings with the Bidders to seek clarifications on their proposals

3) The Proposed Evaluation Committee cum TSC reserves the right to reject any or all proposals on the basis of any deviations.

4) Each of the responses shall be evaluated as per the criterions and requirements specified in this RFP.

5) The decision of the Committee will be final in this regard.

4.30.2 Technical Criteria

The Prospective bidder must possess the requisite experience, strength and capabilities in providing the services necessary to meet the requirements, as described in the tender documents. The prospective bidder must possess the technical know-how and the financial wherewithal that would be required to successfully implement the System and support services sought by the GBA for the entire period of the Contract.

The invitation to bid is open to all Prospective bidder/s who qualify the eligibility criteria as given below:

SL. No.	Criteria	Evidence Required
1.	The Bidder must be a company registered in India under Indian Companies Act 1956 and should have been in operation for a period of at least 5 years as on date of bid submission	Certificates of incorporation of company/registration of firm signed by authorized signatory of the bidder

2.	Bidder must have valid GST Registration Certificate and Income Tax Return	• Copy of GST Registration • Income Tax returns for last 3 financial years (2021-22, 2022-23, 2023-24, 2024-25 may be additionally given if returns have been filed) • Copy of PAN card
3.	Power of Attorney in the name of the person signing the RFP.	Power of Attorney, in the name of person signing the RFP, authorizing him to submit the bid and execute the Agreement as a binding document (Please refer to **Annexure-2**

Sl. No.	Criteria	Evidence Required
4.	The bidder should have an average annual turnover of at least Rs 60 Crores from similar operations in each of last three financial years as on March 31, 2025. Definition of Similar Operations: • Citizen services delivery including development of software applications for the citizen services, system integration, operations and maintenance citizen services centers on behalf of any Government client including data entry for transaction recording through IT application.	a) Certificate from statutory Auditor appointed by the company or Certificate from Chartered Accountant (CA) and Authorized Signatory b) Audited Balance sheet (FY 21-22, FY 22-23, FY 23-24 and also for FY 24-25 if available) c) Profit loss account statement (FY 21-22, FY 22-23, FY 23-24 and also for FY 24-25 if available)
5.	a) The bidder should have experience of operating and maintaining at least 75 company operated citizen service centres for continuously 12 months as on the last date of submission of tenders.	Work Order + Completion Certificates from the client; **OR** Work Order + Phase completion certificate from client **Work order should consist of the following** 1. Date and Year of

		Commencement of Project 2. Scope of Work 3. Project Cost 4. Duration of Project Note: In case above parameters are not explicitly mentioned in the Work order, Client Certificate declaring the above-mentioned parameters may be submitted in addition to Work Order **Completion certificate should consist of the following:** 1. Month and year of completion of rollout if rollout is completed 2. No of Centers 3. Project Cost/Fee paid to Agency 4. Scope of Work **Phase completion certificate from client** 1. Scope of Work 2. Percentage and components of scope of work completed 3. Percentage of Fee paid as on date 4. Client SPOC details for verification
6.	The bidder should have valid ISO 9001:2015 :20000 or Higher Certification	Copy of certificate
7.	The Prospective Bidder should have an active CMMi Level 3 or Higher certification.	Copy of certificate
8.	The bidder must have local office in Bengaluru, Karnataka	Authorization Letter with office address **(OR)** Declaration by Authorized

		signature to open office in Bangalore within 45 days of award of contract. (Please refer to Format 4a and Format-4b in **Annexure –3)**
9.	The bidder should not be an entity which has been blacklisted by Central Government or any State/Union Territory Government/s or any Government owned PSU or Authority	Undertaking on company letter head by Authorized signatory (Please refer to **Annexure – 4**)
10.	The bidder should have positive Net Worth in each of the last three financial years as on March 31, 2025 (FY 21-22, FY 22-23, FY 23-24 and also for FY 24-25 if available)	Certificate from statutory Auditor appointed by the company or Certificate from Chartered Accountant (CA) and Authorized Signatory (Please refer to **Annexure-5**)
11.	Undertaking on litigation	Undertaking on company letter head from Company Secretary or Authorized Signatory (Please refer to in **Annexure – 6**)
12.	Bidder should have minimum 50 IT Professional staff on the Company's payroll.	HR letter on the Company's letterhead certifying the number of personnel.
13.	The Bidder should have experience of at least ONE project in the last **10 years** (as on date of Submission of Bid) with **help desk support** Help desk support includes dedicated L-0, L-1, L-2 support through voice, SMS, email communication	Work orders confirming year and area of activity, + Completion Certificates from the client; **OR** Work Order + Phase completion certificate from client

Note: The turnover and experience of holding/subsidiary companies of similar operations will be considered.

The Prospective bidder/s meeting the eligibility criteria would be required to make a presentation of the project understanding and proposed solution submitted by them. The technical presentation should be in line with the requirements specified in Technical Evaluation Criteria. The eligible Prospective bidder/s would be intimated of the time and venue of the presentation through email. Followed by the presentation the Technical Evaluation Committee (TEC) cum TSC constituted by the GBA will undertake a detailed evaluation of the technical bids. The Bidder as part of the Technical Presentation shall give details of a model centre working and how it will handle approximately upto 200 citizen requests per day. A reception cum help-desk, Citizen Support Executives to handhold and guide the citizens, Adequate service counters, waiting area with furnitures, Coordination with Citizen Mitras, Token System, Backend official approvals of the citizen requests etc every aspect should be presented and explained during the technical evaluation of the bid. The costs and the prices shall NOT be disclosed during the technical presentation else the bid shall stand rejected technically and the commercial bid shall not be opened.

Section	Evaluation Criteria	Max. Marks
A.	Bidder's Profile	15
B.	Bidder's Experience and Technical Capability	30
C.	Bidder's Proposed Implementation & Approach Methodology including detailed presentation of the functioning of a model Centre with its layout and details.	30
D.	Profile of Proposed Manpower	10
E.	Project Presentation	15
TOTAL		**100**

Sl. No.	Technical Evaluation Criteria	Basis of Evaluation	Marks	Documents Required
A	**Bidder's Profile (Maximum Marks- 15)**			
A-1	Average Annual turnover of bidder from similar operations (as defined in PQ point number 4) in the last three financial	Rs.60 Crores to Rs.80 Crores	03	Certificate from statutory Auditor appointed by
		Above Rs.80 Crores but below Rs. 100 Crores	5	

	years. **Maximum Marks: 10**	Above Rs.100 Crores	10	the company or Certificate from Chartered Accountant (CA) and Authorized Signatory
A-2	The bidder must have a valid CMMI Certificate **Maximum Marks: 5**	CMMI Level 3 Certification	2	Copy of certificates
		CMMI Level 4 Certification	3	
		CMMI Level 5 Certification	5	

Sl. No.	**Technical Evaluation Criteria**	**Basis of Evaluation**	**Marks**	**Documents Required**
B:	**Bidder's Technical Experience (Maximum Marks – 30)**			
B1:	The bidder should have experience of operating and maintaining at least 75 company operated citizen service centres for continuously 12 months as on the last date of submission of tenders . **Maximum Marks : 20**	75 to 100 Centres Operated by the Company operated	10	Work Order + Completion Certificates from the client; **OR** Work Order + Phase completion certificate from client **Work order should consist of the following** 1. Date and Year of Commencement of Project 2. Scope of Work 3. Project Cost 4. Duration of Project Note: In case above parameters are not
		101 to 125 operated by the Company	15	
		Above 125 Centres operated by the Company	20	

				explicitly mentioned in the Work order, Client Certificate declaring the above-mentioned parameters may be submitted in addition to Work Order **Completion certificate should consist of the following:** 1. Month and year of completion of rollout if rollout is completed

Sl. No.	Technical Evaluation Criteria	Basis of Evaluation	Marks	Documents Required
B-2	The Bidder should have experience of at least ONE project in the last **10 years** (as on date of Submission of Bid) with	5 projects or above	**10**	Work orders confirming year and area of activity, + Completion
		Equal to 3 projects and less than 5 projects	**6**	

	help desk support Help desk support includes dedicated L-0, L-1, L-2 support through voice, SMS, email communication **Maximum Marks: 10**	equal to 1 project and less than 3 projects	**3**	Certificates from the client; **OR** Work Order + Phase completion certificate from client
C	**Bidder's Proposed Implementation Approach & Methodology (Maximum Marks – 30)**			
C - 1	Presentation on model Centre all aspects Maximum Marks: 20	Understanding of the citizen oriented service delivery model in the Centre	6	Approach & Methodology shall cover following parameters a) Approach to achieving each of the targeted area b) Quantification c) Time Period for achieving the target d) Partnerships e) Define clear Roadmap for achieving the target of a model Citizen Service Centre
		How everyone in Centre work towards supporting and handholding citizens	6	
		Marketing and Branding Strategy	4	
		Increasing Transaction count from all channels	2	
		Onboarding new services (B2C, B2B)	2	
Sl. No.	**Technical Evaluation Criteria**	**Basis of Evaluation**	**Marks**	**Documents Required**
C - 2	New innovations and enablers **Maximum Marks: 10**	4 or more of the initiatives from new innovations and enablers' list	**10**	Approach & Methodology shall cover following parameters a) Approach to
		3 of the	**7**	

		initiatives from new innovations and enablers' list		implement each of the targeted initiative b) High-level functional features to be included c) Road map for implementation Refer to **Annexure-8** for template for each of the parameters and an indicative list of new innovations and enablers
		2 of the initiatives from new innovations and enablers' list	**5**	
D	**Proposed Manpower (Maximum Marks-10)**			
D-1	Proposed Manpower (Refer Scope of work for the Key Resource Profile) **Maximum Marks: 10**	Program Manager	2	Submission of Detailed CV (refer **Annexure-9**)
		Operations Manager	2	
		Help Desk & Call Centre Details	2	
		Technical Manager	2	
		DEOs and Seva Mitras	1	
		Any other resource worth mentioning	1	
E	**Presentation (Maximum Marks-15)**			
E-1	Overall presentation of the project understanding and the proposed solution **Maximum Marks-15**		**15**	Detail presentation of the project understanding, and proposed solution submitted
		TOTAL	**100**	

- Each Technical Bid will be assigned a technical score out of a maximum of 100 as per the criteria specified above.
- Minimum absolute technical score to qualify for Technical Bid is 70 marks. However, the bidder has to separately score at least 50% marks (At least 15 marks) in Technical Evaluation Parameter

(C) that is C1 = “Presentation on model Centre all aspects” and C2 “New innovations and enablers” to qualify.

- The decision of Committee constituted by the GBA shall be final and evaluation of Technical Proposals by Committee shall not be questioned by any of the Prospective bidder(s).

4.30.3 Commercial Evaluation

- The Commercial Bids of only the technically qualified Bidders will be opened on the prescribed date in eProcurement portal. The criteria for award of the tender is the least or lowest *Calculated-Services-Price* as per details given below and in the Financial Bid in Annexure-14.
- The Bidder with the least or the lowest *Evaluated-Services-Price* (L1) will be declared the bid winner.
  Provided that in case two or more than two bidders tied to be the Lowest Bidder for quote the same lowest Evaluated Price:

  (a) The bidder quoting the **lower price for the service with the highest weightage** shall be the L1.

  (b) If still tied, the comparison shall proceed sequentially to the **next highest weightage service**, and so on.

  (c) If all service prices are identical, the L1 bidder shall be selected through **draw of lots**.

  The contract period is FIXED at **84 Months (7-Years)**
- Any conditional bid would be rejected.

- **The L1 Bid Winner IMMEDIATELY after declaration as L1** shall give a break-up of his calculations and the financial analysis on the following parameters –
  1. **Manpower Costs:** Below is the minimum number of personnel and bidder should give as per requirements (not less than this) to achieve their proposed model and the SLAs.

SL. No	Designation	Where Working	Number	Total Number	Monthly Cost	Yearly Cost	Remark
1	Programme Director/Programme Manager	GBA Level	1	1			
2	City Corporation Operations Chief	Each City Corporation	5	5			
3	Technical Manager	Each GBA GSK	10	10			

4	Hardware Engineer	Each GBA GSK	10	10			
5	Centre Manager	Each GBA GSK	10	10			
6	Trainer	Each GBA GSK	10	10			
7	Centre Operator	Each GBA GSK	7 Per GSK	70			For 100 services per day per GKS and need to increase proportionately if daily service requests increase. GBA will proportionately allow reduction of number of Centre Operators or support executives if daily services requests in a centre falls below 100.
9	Reception cum Help Desk	Each GBA GSK	3 Per GSK	30			
10	Support Executive	Each GBA GSK	5 Per GSK	50			
11	Seva Mitra Executive	Each GBA GSK	2 Per GSK	20			Minimum 20 Seva Mitras for 5000 Field checks in a month. Need to increase proportionately if field checks increase beyond 5000/month @ one additional Seva Mitra per 250 additional field checks per month. By the same logic if field verification requirement falls below 5000 then proportionately the GBA may allow reduction of the Seva Mitras
12	Call Centre Manpower	Call Centre	Call Centre	07			For 500 Calls in a day. Need to increase or decrease proportionately @ 70 Calls per Seat per Day. Same way in case of reduced daily calls the call centre executives will be allowed to be proportionately reduced.

13	Additional Manpower to meet Scope of Work and SLAs						
			TOTAL MANPOWER COST =				

2. Other OPEX charges (list them and mention monthly and yearly costs – Centre wise, month wise and full year and all Centres)
3. CAPEX charges
    a) The 5000 Sq Feet plus carpet space shall be provided by the Agency and therefore the cost of the same shall be counted towards the CAPEX.
    b) Cost of establishing a single GBA GSK ready to function in all regards and thus the cost to fully establish all GSKs.
    c) Cost breakup of CAPEX items
4. Above detailing and procedure gives OPEX and CAPEX.
5. You assume 5% yearly increase in OPEX costs over the contract period. As this is to standardize as benchmark the analysis calculations by all bidders.
6. The main GBA & City Corporation services that will be delivered from these GBA GSKs are given below together with their yearly number at present from existing channels and the rates which are allowed to be charged by the Bid Wining Agency for each service. The Bidder shall project the number of services which he expects the GBA GSKs under him will be able to deliver by taking away from regular existing channels and also by increasing number of services delivered each year and therefore the revenue he expects to earn from these services over each year of BOOT.

Services under GBA & Bengaluru City Corporations							
Sl. No.	**Service category**	**Specific service / description**	**Total No of Service Requests delivered LAST YEAR.** **NOTE: these MAY NOT come to Citizen Service Centres being set up under this RFP**	**Expected No of Service Requests that will come to GBA GSK (Give Year Wise Projections)**	**Service Charges per application as per the Financial Bid**	**Expected Earning by the Agency in each Year (give year wise numbers)**	**Remarks**
1	**2**	**3**	**4**	**5**	**6**	**7 = 6 x 5**	**8**
1	**Issuance of**	Issuance of Final e-	7 Lakh				There are 25 Lakh

	Final e-Khata for existing Draft eKhata	Khata for existing Draft eKhata					Draft eKhatas and in 1.5 years about 9 Lakh citizens have taken Final eKhata. Each month 1-lakh eKhatas is possible if service delivery is streamlined
2	**B to A Khata Conversion**	Existing B-Khatas apply for conversion to A-Khata	1 Lakh				7.5 Lakh B Khatas exist and potentially all should obtain A-Khata. Hence with smooth delivery, more people should apply
3	**New Khata for individual property (Flat or Plot with Building except Vacant Plot)**	New Khata for individual property (Flat or Plot with Building except Vacant Plot)	1 Lakh				There are estimated to be about 5 Lakh such properties which do not have any khata. They need to get khata. With process of new khata delivery streamlined by Agency much more applications are expected.

4	**New A-Khata for individual Vacant Plot along with Single Plot approval**	New A-Khata for individual Vacant Plot after Single Plot approval	50000				There are estimated to be about 2 Lakh such properties which do not have any khata. They need to get khata. With process of new khata delivery streamlined by Agency much more applications are expected.
5	**Bulk New Khatas for Layout**	New Khatas for Layouts by Developers or Citizens	2000				The new layouts per year is expected to be 2000-3000 and with smoother approvals the same will increase. Each Bulk Application has about 10 Khatas. Hence 20000 to 30000 Bulk Khatas are possible per year.
6	**New Bulk Khata for Multi-Storey Flats/Units by Developers or Citizens**	New Bulk Khata for Multi-Storey Flats/Units by Developers or Citizens	20000				The new multi-storey flats per year is expected to be 20000 and with smoother approvals the same will increase.
7	**eKhata Amalgamation**	Two or more eKhata as amalgamat	5000				With smooth delivery of these

		ed					
8	**eKhata Sub-Division**	An eKhata is sub-divided into two or more parts	5000				
9	**Khata mutation**	Mutation administrative charges	75000				
10	**Birth certificate**	Registration and certificate	75000				services the number of requests are expected to increase
11	**Death certificate**	Registration and certificate	75000				
12	**Mobile / telecom towers**	Ground rent / tower licence fee	1000				
13	**Tree cutting / felling**	Tree felling / pruning permission charges (GBA forest / horticulture wing)	1000				
14	**Property tax**	Annual property tax (SAS)	18 Lakh				This is known number and with citizen supported payment, more citizens will opt to pay taxes from GSKs
15	**Trade licence or their renewal**	New / renewal of trade licence	5000				
16	**Advertisement Licence**	Charges to obtain Advertisement Licence from City Corporations	100				
17	**Road Cutting Charges**	charges for road cutting	200				
18	**Approval of Development Plan**	GBA	2000				
19	**Approva**	GBA	2000				

	l of Layout						
20	**Location Certificate**	City Corporations	100				
21	**Approval of other Property Services**	City Corporations	1000				
22	**Change of Land Use**	GBA	100				
23	**Land Use Assignment as per sec 69 of KTCP Act 1961**	GBA	100				
24	**Sensitive Clearance**	GBA	100				
25	**Any other Service with data entry not more than 25 fields**	As applicable	1000				
26	**Any other Service with data entry more than 25 fields**	As applicable	1000				
25	**Any other Service with data entry not more than 25 fields**	As applicable	1000				
26	**Any other Service with data entry more than 25 fields**	As applicable	1000				

Total Year-Wise Projected Earnings =	

The expected revenue from all the services should be projected for each year of BOOT in above format.

7. Financial Projections and Profitability Analysis

The Bid Winner is allowed and may propose additional services to be delivered through the Centres, including but not limited to private **Government-to-Citizen (G2C)** services other than those of GBA and the City Corporations, **Business-to-Citizen (B2C)** services, and **Business-to-Business (B2B)** services such as utility bill collections and similar facilitation services.

The Bid Winner shall project the expected revenues from such services and include them in the financial analysis which should be submitted

However, the Bid Winner shall clearly distinguish between:

1. Revenues arising from **GBA and City Corporation services specified in this RFP**, and

2. Revenues arising from **additional services proposed by the Bidder**.

The Authority reserves the right to examine the reasonableness of such projections during financial evaluation.

14. Financial Model and Profitability Projection

Based on the proposed **CAPEX, OPEX and projected revenues**, the Bid Winner shall present the expected financial performance of the Project.

The Bid Winner shall demonstrate how the service prices quoted **in the bid corresponds to the expected financial returns on the investment**, using the financial evaluation methodology described below.

The financial model shall clearly indicate the assumptions used for:

- Service volume projections
- Revenue projections
- OPEX estimates and escalation
- CAPEX investment

All calculations shall be presented in **nominal terms**.

15. Projected Financial Performance by Bidder

The Bid Winner shall submit year-wise financial projections for the full contract period of 7-years using the following methodology.

Annual Economic Profit (AEP)

For each year *t*, Annual Economic Profit shall be calculated as:

AEP_t = Annual $Revenue_t$ − Annual $OPEX_t$ − Annualised CAPEX

(i) Annual Revenue

Annual Revenue for each year shall mean the projected revenues from:

1. Services listed under this RFP provided by GBA and the City Corporations, and
2. Additional services proposed by the Bidder under Clause 7 (to be shown separately).

(ii) Annual OPEX

Annual OPEX shall represent the estimated operating expenditure required to operate the Centres for that year.

The Bidder shall clearly specify:

- Manpower costs
- Administrative and operational expenses
- Maintenance and technology costs
- Any other costs

The Bidder shall clearly indicate the **annual escalation rate assumed for OPEX** items in the financial model as well the quantity increase in various resources leading to increase in OPEX.

(iii) Annualised CAPEX

Annualised CAPEX shall be calculated using the standard annuity formula:

$$Annualised\,CAPEX = CAPEX \times R¿¿$$

Where:

- **CAPEX** = Total capital investment required to establish and operationalize the 10 Centres
- **R** = Discount rate = 10%
- **n** = Contract Period of 7-years (in years)

It is assumed that the full CAPEX investment occurs in the first year of the Project.

(iv) Net Present Value of Annual Economic Profits

The Annual Economic Profit for each year shall be discounted at **10% per annum** to calculate the Net Present Value (NPV) of Annual Economic Profits.

$$Discount\,Factor = \frac{1}{¿¿}$$

(v) Equivalent Annual Profit (EAP)

The NPV of all Annual Economic Profits shall be aggregated and converted into **Equivalent**

Annual Profit (EAP) using the following formula:

$EAP = NPV \times r¿¿$

Where:

- **r = Discount Rate = 10%**
- **t = Contract Period = 7 years**

(vi) Percentage EAP

The Bidder shall calculate:

Percentage EAP = (EAP / Total CAPEX) × 100

This represents the expected annual return relative to the capital investment.

16. Financial Tables to be Submitted

The Bid Winner shall submit the following minimum tables after opening of the Financial Bid once he is declared the Bid Winner (for **each Centre as well as the overall Project)**.

Table 1: Manpower OPEX per Centre

SL. No	Positiion	No in Centre	Monthly CTC	Yearly CTC
1	Centre Head /Manager	1		
2	Tech Head	1		
3	Hardware Engineer	1		
5	Trainer	1		
6	Centre Operator	7		
7	Reception cum Help Desk	3		
8	Citizen Support Executive	5		
9	Seva Mitra	2		
10	Misc			
		Total of CTC		

Table 2: Service Volume and OPEX Projection (All 10 Centres)

Year	No of Services (in Lakh) in 10-Centres	Revenue (in Rs Cr)	Nominal Yearly OPEX (in Rs Cr)
1			
2			
3			
4			
5			
…			
…			
7 (last year of the contract period)			

Table 3: Annual Economic Profit Calculation

Year	Revenue (in Rs Cr)	OPEX (in Rs Cr)	Annualised CAPEX (in Rs Cr)	Annual Economic Profit (in Rs Cr)
1				
2				
3				
…				
7 (Last year of Contract Period)				

Table 4: Discounted Profit Calculation

Year	Nominal Profit (in Rs Cr)	Discount Factor @10% = $(1/1.1)^n$	Discounted Profit (in Rs Cr) = Nominal Profit x Discount Factor
1		0.9091	
2		0.8264	
3		0.7513	
…			
7 (Last year of Contract Period)			

17. Summary Outputs

The Bid Winner shall provide the following summary outputs:

(i) Sum of NPVs of all Annual Economic Profits = _____
(ii) Equivalent Annual Profit (EAP) = _____
(iii) EAP as Percentage of CAPEX = _____
(iv) Monthly Equivalent Profit = EAP ÷ 12

18. Financial Projections and Clarifications

The Bid Winner shall submit the above financial projections as part of the Financial Bid to support his price rates that he bids.

The Authority reserves the right to:

- seek clarifications regarding any assumptions used in the financial model;
- examine the reasonableness of revenue projections and cost assumptions; and
- reject any bid containing inconsistent, incomplete, or unrealistic financial projections.

The financial model submitted by the Bid Winner shall remain **binding for the purposes of RFP, Agreement and treated as part of the bid evaluation and verification** and shall form the basis of revenue sharing beyond a threshold as explained hereinafter.

19. Approval/Acceptance of Financial Model

The GBA shall review, take clarifications and then accept the **OPEX, CAPEX projections and financial model** submitted by the selected Bidder as part of the financial bid evaluation process which will be used for the purpose of profit sharing as explained hereinafter.

The Bid Winner should do at the least above analysis and submit. However, in addition to above analysis the Bid Winner is welcome to do more detailed analysis to the best of their understanding and share that as part of the financial bid. The GBA shall examine and evaluate these numbers as part of the Financial Bid evaluation and the Bid Winner is bound to give a consistent and clear detailing of

their financials that the GBA has a right to take clarifications and then accept.

The GBA shall approve the CAPEX and Financial Model including the item wise costs which go into calculation of the OPEX by the Bid Winner as part of the financial bid evaluation and acceptance

Based on the CAPEX, OPEX and Revenues, the expected profit calculations shall be shown as part of the financial bid as information. The service prices given in the bid and how it corresponds to the returns on the investment that the Bid Winner expects to make.

Any **unclear, inconsistent, or incomplete financial analysis & projections may render the bid liable for rejection**.

20. Financial Model, Normative OPEX and Revenue Sharing Mechanism

14. 1 Normative CAPEX

Normative CAPEX (C) shall mean the total capital investment required to establish, equip and operationalize the Centres, as submitted by the Bidder along with the Financial Bid and approved by the GBA during bid evaluation.

The Normative CAPEX shall include all costs required for establishment of the Centres including infrastructure, hardware, software systems, furniture, networking equipment and other capital assets required for the Project.

14.2 Annualised CAPEX Recovery

For the purpose of determining the financial model and the Revenue Threshold, CAPEX recovery shall be calculated using the annuity formula.

$Annualised\,CAPEX = C \times R$¿¿Where:

- **C** = Normative CAPEX
- **R** = Discount rate (10%)
- **n** = Contract Period in years = 7

Monthly CAPEX Recovery shall be calculated as:

$$Monthly\,CAPEX\,Recovery = \frac{Annualised\,CAPEX}{12}$$

14.3 Normative OPEX

For the purposes of the financial model and determination of the Revenue Threshold, **Normative OPEX** shall mean the estimated annual operating expenditure required for operating the Centres, calculated based on the **item-wise rates quoted by the Bidder as part of detailing of the Financial Bid and approved by the GBA**.

Normative OPEX shall be derived from the schedule of operating cost items submitted by the Bidder.

The Normative Annual OPEX shall be calculated as:

$$Normative\,OPEX = \sum_{i=0}^{k} (Q_i \times R_i)$$

Where:

- $\mathbf{Q_i}$ = Normative quantity of item *i* required for operating the Centres
- $\mathbf{R_i}$ = Unit rate quoted by the Bidder for item *i* and accepted by the GBA
- **k** = Total number of operating cost items

Each year the Normative Unit Rates will be allowed to escalate by 5% in order to calculate Normative OPEX for subsequent years. The quantity used in a year would be available for assessment and based on the Unit Rates, the Normative OPEX for each year will be calculated.

Typical operating cost items may include manpower, infrastructure maintenance, utilities, system maintenance, connectivity charges, consumables, administrative expenses and other operational costs.

Where OPEX is defined per Centre, the total Normative OPEX shall be calculated as:

$$Total\ \ Normative\ \ OPEX = Normative\ \ OPEX_{per\ \ centre} \times Number\ \ of\ \ Centres$$

14.4 Monthly Normative OPEX

Monthly Normative OPEX for year-t shall be calculated as:

$$Monthly\ \ Normative\ \ OPEX = \frac{Normative\ \ OPEX_t}{12}$$

14.5 Government Service Revenue

Government Service Revenue (GSR) shall mean the total revenue earned by the Agency from services delivered on behalf of the GBA and the City Corporations through the Centres.

Government Service Revenue shall include all service charges, facilitation fees, commissions or transaction fees collected from citizens for services of the GBA and the City Corporations.

Mathematically:

$$GSR_t = \sum_{i=1}^{m} (N_{i,t} \times F_i)$$

Where:

- **GSR_t** = Government Service Revenue in month t
- **$N_{i,t}$** = Number of transactions of service i in month t
- **F_i** = Fee applicable to service i
- **m** = Total number of GBA and City Corporation services

Revenues arising from services other than those of the GBA and the City Corporations shall not be included in Government Service Revenue for the purpose of revenue sharing.

14.6 Annual Revenue Threshold

The **Annual Revenue Threshold (ART)** shall represent the level of Government Service Revenue required to enable the Agency to recover operating costs, capital investment and earn a reasonable return on investment.

The Annual Revenue Threshold shall be calculated as:

$$ART = Normative\ \ OPEX + Annualised\ \ CAPEX + Target\ \ Return$$

Where:

$$Target\ \ Return = r \times C$$

and

- **<u>r = Target return rate = 18%</u>** (this shall be the return beyond which the revenue sharing shall start)
- **C** = Normative CAPEX

14.7 Monthly Revenue Threshold

For operational calculations, the Monthly Revenue Threshold shall be:

$$MRT = \frac{ART}{12}$$

Where:

- **MRT =** Monthly Revenue Threshold

14.8 Shareable Revenue

Where the Government Service Revenue in month t exceeds the Monthly Revenue Threshold, the excess shall be considered **Shareable Revenue**.

$$SR_t = GSR_t - MRT$$

If:

$$GSR_t \leq MRT$$

then:

$$SR_t = 0$$

14.9 Revenue Sharing

Shareable Revenue shall be shared between the Agency and the Government in the following proportion:

Party	Share
Agency	70%
GBA and City Corporations	30%

Government share:

$$GovShare_t = 0.30 \times SR_t$$

Agency share:

$gencyShare_t = 0.70 \times SR_t$

14.10 Distribution of Government (GBA & 5-City Corporation) Share

The Government (GBA and 5-City Corporation) share shall be distributed among the GBA and the respective City Corporations in proportion to the Government (GBA & 5-City Corporation) Service Revenue generated from the services of each entity during the relevant month.

For entity *j*:

$$Share_j = GovShare_t \times \frac{Revenue_{j,t}}{GSR_t}$$

14.11 Monthly Reporting

The Agency shall submit a monthly statement showing Government (GBA & 5-City Corporations) Service Revenue generated from services of the GBA and each City Corporation.

The Agency shall deposit the Government (GBA & 5-City Corporations) share of Shareable Revenue within **ten (10) days** from the end of the relevant month.

14.12 Verification and Audit

The GBA shall have the right to verify Government (GBA & 5-City Corporations) Service Revenue through system records, transaction logs and financial audits.

Any under-reporting detected during verification shall result in recovery of the unpaid share along with penalties as specified in the Agreement.

14.13 Binding Nature of Normative OPEX

The item-wise rates quoted by the Bid winner and accepted by the GBA shall form part of the **Normative OPEX Schedule** attached to the Agreement.

These rates shall be used solely for the purpose of financial calculations under this Agreement and shall not be varied based on the actual expenditure incurred by the Agency unless expressly approved by the GBA.

14.14 Illustration

The above methodology is explained through the following illustration –

For the purpose of illustration only, consider the following assumptions:

Parameter	**Value**
Normative CAPEX	₹14.2 Crore
Discount Rate	10%
Contract Period	7 Years
Normative OPEX (Year-1)	₹20 Crore
Annual escalation in OPEX	10%
Target Return Rate	18% of CAPEX

1. Annualised CAPEX

Annualised CAPEX shall be calculated using the annuity formula:

$$Annualised\ CAPEX = C \times R¿¿$$

Where
C = Normative CAPEX = ₹14.2 Crore
R = Discount Rate = 10%
n = Contract Period = 7 years

Accordingly,

Annualised CAPEX ≈ **₹2.91 Crore per year**

2. Target Return

$$Target\ Return = 0.18 \times 14.2$$

Target Return ≈ **₹2.56 Crore per year**

3. Annual Revenue Threshold (Year-1)

$$ART = Normative\ \ OPEX + Annualised\ \ CAPEX + Target\ \ Return$$

¿20+2.91+2.56

Annual Revenue Threshold at which revenue sharing starts ≈ **₹25.47 Crore**

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4. Monthly Revenue Threshold

$$Monthly\,Revenue\,Threshhold = \frac{25.47}{12}$$

Monthly Revenue Threshold ≈ **₹2.12 Crore**

Revenue sharing shall apply only where monthly Government Service Revenue exceeds **₹2.12 Crore**.

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5. Illustration of Revenue Sharing

Assuming Government Service Revenue grows at approximately **10% annually**, the revenue sharing may work as follows:

Year	Annual Govt Service Revenue	Monthly Revenue	Govt Share (Approx)
1	₹23.6 Cr	₹1.97 Cr	Nil
2	₹25.9 Cr	₹2.16 Cr	₹0.14 Cr
3	₹28.5 Cr	₹2.37 Cr	₹0.90 Cr
4	₹31.4 Cr	₹2.62 Cr	₹1.80 Cr
5	₹34.5 Cr	₹2.87 Cr	₹2.70 Cr
6	₹38.0 Cr	₹3.17 Cr	₹3.78 Cr
7	₹41.8 Cr	₹3.48 Cr	₹4.90 Cr

Total Government Share over the Contract Period in this illustration ≈ **₹14.2 Crore**.

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6. Distribution of Government (GBA & 5-City Corporations) Share

The Government (GBA & 5-City Corporations) share shall be distributed between the **GBA and the City Corporations** in proportion to the Government (GBA & 5-City Corporations)) Service Revenue generated from services of each entity during the relevant month.

NOTE: This illustration is provided **only to demonstrate the working of the revenue sharing mechanism** and shall not be construed as a projection or guarantee of actual revenues.

14.15 Cumulative Adjusted Cash Flow of the Project

1. Adjusted Cash Flow

Adjusted Cash Flow (ACF) for any financial year shall mean the difference between the Government Service Revenue earned during that year and the sum of Normative OPEX and the Annualised CAPEX applicable for that year. year.

$$ACF_t = GSR_t - OPEX_t - ACAPEX$$

Where:

- **ACF_t** = Adjusted Cash Flow for year t
- **GSR_t** = Government Service Revenue earned during year t
- **$OPEX_t$** = Normative OPEX applicable for year t
- **ACAPEX** = Annualised CAPEX calculated as per the approved financial model

14.16 Cumulative Adjusted Cash Flow

Cumulative Adjusted Cash Flow (CACF) shall mean the sum of the Adjusted Cash Flows from the commencement of operations of the Project up to the relevant year. year.

$$CACF_n = \sum_{t=1}^{n} (GSR_t - OPEX_t - ACAPEX)$$

Where:

- **$CACF_n$** = Cumulative Adjusted Cash Flow up to year n
- **n** = Number of years elapsed since commencement of operations

14.17 Mutual Termination

If the **Cumulative Adjusted Cash Flow of the Project remains negative for three consecutive Financial Years from the Contract Start Date**, the Service Provider may submit a written request to the GBA seeking **mutual termination of the Contract Agreement**. Provided that this request has to be submitted within 2-months from completion of 3-years from the Contract Start Date – neither before nor after. Any request submitted before or after the said period shall not be entertained.

Upon receipt of such request, the GBA may examine the financial position of the Project and, if satisfied that the Project is financially unviable under the agreed financial model, may agree to mutually terminate the Contract Agreement.

Consequences of Mutual Termination

Upon mutual termination:

1. The Service Provider shall be permitted to discontinue the Project operations without imposition of any penalties or forfeiture of the Performance Bank Guarantee.

2. The Service Provider shall be free to remove, sell, relocate or otherwise deal with the physical infrastructure, equipment and other assets created or deployed by it for the Project, in a manner it deems appropriate, without any liability or responsibility on the part of the GBA or any of the Bengaluru City Corporations.

3. All personnel deployed by the Service Provider for the Project shall automatically cease to be engaged upon termination of the Project. Such personnel shall have no claim whatsoever against the GBA or any of the City Corporations.

4. It is clarified that all personnel engaged for the Project shall at all times remain employees of the Service Provider and shall never be construed to be employees of the GBA or any of the City Corporations.

No Compensation

In the event of mutual termination under this clause, **no compensation shall be payable by the GBA or any of the City Corporations** to the Service Provider towards:

- operating losses

- manpower expenses
- administrative overheads
- financing costs
- capital costs
- loss of expected profits
- or any other claims whatsoever.

4.31 Payment Terms

- During the contract period the Agency shall charge and retain the service delivery charges as prescribed in this RFP for each service. The statutory and other fees/payments liable to be paid to the Government, GBA or the City Corporations shall be paid by the citizen over and above the service charges that the Bid Winner shall be allowed to charge, collect and retain from the citizens/users. The Agency should give monthly account of various number of services delivered by it via MIS reports showcasing the number of transactions per month. Provided that in any month if the revenues exceed the threshold then there should be sharing with the GBA and the 5-City Corporations as explained above.

- Any penalty amount that the Agency is liable to pay to the GBA would be liable to be paid as per the terms and conditions in the SLA.

- The Agency shall bear all income/corporate taxes, levied or imposed on the Service Provider on account of payments received by it from the anyone. Agency shall be totally responsible in respect of all statutory obligations as employer to all its employees working on the project.

- Specifically, prevailing labour laws of the State with regard to minimum wages to operators shall be strictly adhered by the Agency.

4.32. Award of Contract and its Execution

a) GBA reserves the right to negotiate with the successful Bidder based on evaluation.

b) The Bidder is bound to submit any clarification / additional documents that GBA may request and same should be furnished within the specified timelines. The cost incurred by the bidders towards application/clarifications or discussions/conference shall be borne by the bidders and GBA in no case will be responsible or liable for such costs irrespective of the outcome of the process.

4.32.1 Notification of Award

a) **Notification to Bidder:** The successful bidder to whom GBA intends to award the work will be notified the same through a Letter of Intent issued on the e-Procurement portal as well to the furnished email of the bidder. The successful Bidder shall acknowledge the receipt of the LOI and convey his acceptance of the same on the eProcurement portal within seven (7) days of issue of LOI.

b) **Signing of Contract:** The notification of the award shall constitute signing of the agreement. The signing of agreement will amount to award of contract and bidder will initiate the execution of the work as specified in the agreement. At the same time as the GBA notifies the successful Bidder that its bid has been accepted, the GBA will send the Bidders the Proforma for Contract, incorporating all agreements between the parties. Within 10 days of receipt of the Contract, the successful Bidder shall sign and date the Contract and return it to the GBA.

c) **Discharge of Bid Security:** Upon the successful signing of the agreement, GBA shall promptly request the Bidder to provide performance guarantee, which shall be submitted within 15 days of the notification of the award. On receipt of the performance guarantee, the bid security of all technically qualified bidders will be released. The Bid Security of bidders found technically rejected will be refunded.

d) **Expenses for the Contract:** The incidental expenses of execution of agreement / contract shall be borne by the successful bidder.

4.32.2 Post Award of Contract:

a) **Performance Bank Guarantee for Contract:** Within 15 days of the receipt of notification of award from the GBA, the successful Bidder shall furnish the performance security in accordance with the Terms & Conditions of Contract, in the Contract Performance Guarantee Bond provided in the **Annexure-1** to this RFP Volume. Failure of the successful Bidder to comply with the requirement shall constitute

sufficient grounds for the annulment of the award and lead to forfeiture of the EMD.

b) The Bid Winner shall start the operations within 3-months from the date of signing of the Agreement. The 90th day from the date of signing of the Agreement shall be treated as the CONTRACT START DATE and shall be used for the purpose of calculation of Contract Period.

21. SCOPE OF WORK

A. GENERAL

1 Set up 10 (ten) fully manned, world class, Comprehensive Citizen Service Centres (GBA Guarantee Seva Kendras – GBA GSKs] of a carpet area not less than 5000 Sq Feet each with one such GBA GSK in each of the 10-Zones (2-Zones in each of the 5-City Corporations) to deliver all the services of the GBA and the 5-City Corporations as per detailed requirements given in this RFP.

2 The location and building for the GBA GSKs in each of the 10-Zones shall be proposed by the Bid Winner and approved by the GBA in consultation with the City Corporations. There shall be approval on the design, layout and other details of each centre by the GBA before they are executed and operationalized by the Agency..

3 The Agency shall itself provide the space for setting up of the GBA GSKs either by renting/leasing it or using its own premises. The Agency shall fully furnish and equip each Centre with all required physical and IT infrastructure including internet and every other requirement to make it a 7-days a week and 8AM to 8PM functioning centres by the winning Agency. The infrastructure shall be such as to deliver the full scope of work and meet the SLAs expected in functioning of the GBA GSKs. The minimum expected infrastructure and requirement from each GBA GSK are given in this RFP.

4 The GBA GSKs shall have Computers Systems with adequate & always-active internet connectivity to handle and deliver the citizen services. There shall be enough redundancy in internet and network connectivity to ensure Up-Time as per the SLAs. All this shall be provided by the winning Agency.

5 The GBA GSKs will also take care of the processing on the lines of Passport Seva with the GBA and City Corporation Officers sitting in the same Centre to approve/decide on the citizen applications then and there. Further even the field checks shall be done by the GBA GSK Centre Staff (including by Seva Mitras) under the overall supervision of the GBA/City Corporation Officers who run the Centre. An officer not below the rank of Assistant Commissioner of a Revenue Sub-Division in Revenue Department, Govt of Karnataka or Deputy Commissioner of Revenue of the. Bengaluru City Corporations should head each Centre and supported by one ARO ranking officer and staff which shall be provided by the Agency. These officers may be posted from among the existing cadre until the requisite posts are additionally sanctioned.

6 Agency shall deploy the rest of all the qualified manpower to run the GBA GSKs so that it becomes *One-Stop-Shop* for every interface and citizen application and delivery of all services of the GBA and the 5-City Corporation. The maintenance, house-keeping, pest control,

security and all requirements to run the Centres shall be the responsibility of the Agency.

7 Certain services require field visits and verifications in order to deliver the service. The Agency shall deploy adequate number of Field Executives to visit and complete verifications within 48-hours of receipt of the citizen application wherever such a field verification is required. The field visit reports shall be entered into the service processing IT System in the manner as is prescribed. These shall be called Seva Mitras.

8 The Agency shall deploy Home Service Delivery Executives (SEVAMITRA) on the lines of Janasevaka of eGovernance Department. Additionally the Agency may collaborate and use Janasevakas of eGovernance Department for door-step delivery of citizen services. Similarly the GBA may also allow the Agency to tie-up with private home delivery partners to deliver citizen services at home. The SEVAMITRA, when provided by the Agency, should be provided with uniform, Android Tablet, bag, ID Card, Data card/data/sim/dongle and any other consumable required for service delivery. The two wheeler may be either provided by the Agency or that of the SEVAMITRA as mutually decided between the two. The SEVAMITRAs or door step delivery shall operate not less than 8AM to 7PM. The Agency shall be responsible and expected to handle all activities associated with timely door-step delivery of services including but not limited to (i) slot management (ii) system of coordination with the citizen requesting the door-step delivery (iii) In-time performance of all tasks by door step delivery executive. SEVAMITRA, apart from door step delivery of services, may also be assigned work of field visit and 1st point of verifications in the field. The payment to the SEVAMITRA shall be as prescribed in this RFP. SEVAMITRA, as per decision of the GBA/City Corporation, will be required to do field check, verification and reporting with respect to certain Citizen Services.

9 The Agency shall train all its personnel including the SEVAMITRAs or any partner it engages for home delivery of citizen services as well as the field verification and reporting with respect to specified citizen services.

10 The Agency shall bear both the OPEX & CAPEX of the GBA GSKs and run them on BOOT (Build-Own-Operate-Transfer) model.

11 While 10 GBA GSKs are the minimum number of Centres that must be run but if post award of the contract the Agency is ready to run more GBA GSKs, the GBA and the City Corporations may permit them on the same terms & conditions.

12 The GBA GSK is allowed and encouraged to add more citizen services – both private and Government or Government Agencies. The amount payable for each such service shall be decided mutually by the GBA GSK Vendor and the GBA after inputs from the agency or entity seeking delivery of their services from the GBA GSK. Provided that the GBA may insist on ramping up of the physical, IT and manpower

infrastructure before any such additional services are allowed to be delivered from the GBA GSK.

13 The citizen coming to these GBA GSKs should get complete support to apply and then have regular update as to the status of the application and its final delivery/decision so that the citizen does not need to go to any other office unless specifically asked by the GBA or the City Corporations.

14 The citizen applications shall be filed through various software applications being used by the GBA and the City Corporations and the Agency shall be given suitable access to them to receive and process the citizen applications. These include but not limited to –

i eKhata = https://BBMPeaasthi.karnataka.gov.in
ii New Khata = https://BBMP.karnataka.gov.in/NewKhata
iii B-Khata to A-Khata Conversion = https://BBMP.karnataka.gov.in/BtoAKhata
iv Property Tax Payments = https://BBMPtax.karnataka.gov.in
v Building Plan Apporval = https://bpas.bbmpgov.in
vi Trade Licence System
vii Advertisement System

Above is an indicative list and all the citizen service software applications will be operated through the GBA GSKs including any new one that may be developed.

15 All the software applications concerning the GBA/City Coporation services would be developed by the GBA or the City Corporations and made available to the Agency to deliver its Scope of Work. In case of private services or services of other departments and agencies, the software for the same could be those parties or the agencies. However, the Agency is encouraged to develop a universal front-end software application which will integrate all other citizen interfaces through suitable APIs with back-end processing applications so as to give a standardized interface to the citizens and the GBA GSK counters. This is a desirable deliverable and not mandatory which would be mutually decided upon consent of the bid winner and the GBA.

16 The citizens need to be informed about the status of their application and the Agency shall make it available to the citizens. The information in this regard shall be made available by the GBA and the 5-City Corprations electronically as well well manually wherever electronic up-dation is not enabled. When the service is ready for delivery or final decision it shall be made available at the GBA GSK set up by the Agency as provided by the GBA and the 5-City Corporations. Some of the services back-end processes may not be fully IT enabled and involve manual processes. The same shall be the responsibility of the GBA and the City Corporations and their processing status shall be informed to the Agency through a suitable mechanism by the GBA and the City Corporations for onward communication to the Citizens.

17 A Helpline shall be operated by the Agency to give all information and support to the citizens who may wish to apply for any service and also to obtain uptodate status of their applications. ONLINE system giving the information, guidance to the citizens as well as the stage and status of each citizen application shall be provided. The details in this regard are given below.

18 Each GBA GSK shall have adequate waiting area, information and support desks, service delivery counters, sitting space for Centre manager and his support staff and space for the GBA and City Corporation Officer/Staff as prescribed in this RFP which may be modified mutually. Idea is not only that the GBA GSK is the centre to receive citizen applications but also shall have the GBA and City Corporation officers/staff to decide the some of the services promptly and in the Centre itself. The space and IT infrastructure for the same shall be created. The operationalization of the decision part in the GBA GSK shall be at discretion of the GBA and the City Corporations.

19 A minimum GBA GSK infrastructure and manpower placement is prescribed of this RFP for a fixed number of daily service requests and the same shall be proportionately increased in case of increase in daily service requests.

20 The Agency shall operationalize the 10 GBA GSKs within 60-days of the date of signing of the Agreement and meet all the SLAs prescribed in this RFP.

21 At the end of the BOOT period the Agency shall handover the whole infrastructure (physical and IT) and the Centres to the GBA or the next Agency selected to run the Centres – as decided by the GBA. The detailed procedure and protocol for such a handover shall be decided by the GBA.

B. Centre Operations

Without dilution or taking away of the responsibilities cast upon in above section, the Agency shall –

1) Each Centre shall have counters based on the available space and citizen requirements. Every counter is manned with one operator and has all the hardware required to deliver service. One operator shall be manning only one counter at a time. Details of minimum manpower requirement is provided in the subsequent sections of the RFP.

2) Attendance of each operator will be recorded through biometric login or any other tech based attendance system that GBA may approve. It is envisaged that Centre Staff shall login into application through the Biometric device or through an appropriate login protocol.

3) The uptime of every counter shall be monitored and be determined on the basis of multiple factors including but not limited to:
    a. Operator attendance
    b. Availability of electricity/power
    c. Network uptime
    d. Server uptime
    e. Number of transaction

C. Service Provision and Customer Management

An indicative list of key activities required to be performed are as described below. Indicative process flow diagrams of service delivery are provided in annexure for your reference

1) Delivery of services at the counters
    a. Data entry for application submission
    b. Scan and upload of required documents or fetch documents from the customer's
    Digi Locker account or other databases.
    c. Collection of fees through one of the available payment modes.
2) Payment management
    a. Management of the payment collected from customers throughout the day
    b. The payment to the GBA and the 5-City Corporations shall be online & electronic and no cash or Demand Draft or Cheques shall be accepted from the Vendor to the GBA or the City Corporations. In order to facilitate citizens giving cash the Vendor shall make suitable arrangements wherein the citizen may make payment by cash but the Agency shall always remit the payments electronically from its own accounts to the GBA/City Corporation against the cash received from the citizen.
    c. Generation of deposit vouchers, pay-in forms and other forms as may be applicable as per the protocol of payment for a service.
    d. Ensure tally of the payment collected and reports generated
    e. Submission of day-end report & payment received to Center Manager on IT System of the GBA/City Corporations.
    f. Safe & secure running of the GBA GSK by keeping requisite security and other support staff.

3) Service-related Guidance to Customers:

Agency shall train the operators to provide guidance to customers at all centres

The area of guidance shall include, but not be limited:

a. Eligibility for a particular service
b. Pre-requisites to avail the required service
c. Explanation of the process and timelines for delivery of the service
d. Suggestion of other services based on the customer's eligibility and requirements

4) Payment Reconciliation
   a. Ensure reconciliation of payment collected at centers via all available payment channels. Payment from all the applications, and cancellations, refunds, if any and other exceptions to be handled while reconciling.
   b. No mistake in entry in slips

5) Coordinate to get issues resolved
   a. Technical issues: Raise incident on the incident management module
   b. Non-availability of service: In case the service failure is center-specific, coordinate with other near-by centers and ensure citizens are able to avail service.
6) Coordinate with departments
   a. Coordinate with departments/agencies to integrate the new services
   b. Coordinate with departments to seamless operations of the integrated services
   c. Coordination for data synchronization, issue resolution/
   d. Any other support required during the project

7) Helpdesk & Information cum Reception Desk at each Centre
   a. The Agency shall run a Citizen Information & Help Desk at each Centre which will guide and handhold every citizen coming to the Centre to enable them to avail the services.
   b. The Helpdesk shall be adequately manned in order to cater to the citizen coming to the Centre.

8) Capture customer feedback
   a. Ensure every customer provides quick feedback (service rating) after completion of each transaction either physically or digitally (sharing link via SMS or mobile app or any other platform)

b. Collect detailed feedback from at least 5% of customers every week to understand their perception and pain points
c. As Feedback is voluntary we understand that getting feedback from every customer may not be possible. However Agency shall request every customer to give their feedback and Agency shall produce proof for having sent the request for obtaining the feedback.

D. Center Maintenance

1) Safety and Security

The security of customers, center staff, IT and non-IT assets and the payment (cash and other instruments) collected from customers shall solely be the responsibility of the Vendor. In order to ensure safety and security at centers, the following measures shall be taken by the Agency:

a. Engage a professional security agency for physical security of the GBA GSK
b. Insure all personnel and assets deployed at centers against the risk of fire, theft and natural calamities.

2) Housekeeping

The Agency shall appoint staff for housekeeping and other miscellaneous functions required for the operations and maintenance of the Centre.
The functions of the house keeping staff will include:

a. Maintaining cleanliness at center including counters, waiting area, entry pathway, etc.
b. Regular cleaning of washrooms
c. Clearing dustbins daily, one or more times as per requirement
d. Any other miscellaneous task that may be required to be completed at the center

3) Pest control

The Vendor shall undertake regular pest control activity every month at all centers. The OP shall plan this activity during non-working hours and shall take adequate precautions to ensure the pest control activity does not affect citizens adversely.

E. Call Centre based Help Line

The Agency shall provide Call Centre based Helpline facilities and Services to enable effective support to the internal and external users for L-1 support to the following stakeholders:

a) Customers/Citizens
b) Online customers using web portal and mobile applications
c) Home Service Delivery Executives (SEVAMITRA) customers for slot booking or other assistance
d) Center staff and SEVAMITRA raising technical and operational issues
e) Call centre facilities including manpower, required software, training and all related things for call centre will be provided by Agency.

E 1.1 Operations

The Agency shall set-up and operationalize the Call Centre based Helpline as per requirements given below:

1) The helpline shall be operational from 8 AM to 8 PM on all days barring mandated National Holidays and another holiday as declared by the Election Commission of India and this is in line with working hours/Days of citizen service centers.
2) The Agency is allowed to set up the Call Centre on its own or sub-contract it to a professional agency.
3) The number of executives required is provided in section 1.7 Staffing and Training The requirement is only tentative and GBA/City Corporations shall, depending upon actual requirement, have right to enhance or reduce the projected requirement of manpower during the course of finalization of the tender or at the time of award of the contract or during the period of execution of the contract.
4) The Agency shall be responsible for hiring, training and managing the Call Centre Helpline executives. Recruitment and training details are described in section 1.7
5) The Agency shall ensure that the Helpline executives are provided adequate training to equip them to handle queries and incidents.
6) The Agency shall have biometric/electronic facility to record attendance of the Helpline executives deployed.
7) The Agency shall share detailed (day wise) call reports (Calls Connected, Call Hung up, Total calls, Answered Call, dropped call percentage) and attendance of the Helpline executives deployed every month to GBA/City Corporations.
8) The Agency shall nominate a resource as a single point of contact for handling all issues/concerns pertaining to Helpline infrastructure services provided under this RFP. It shall also provide an escalation matrix for resolution of issues.

9) All incoming calls shall be mandatorily recorded by the Agency. The recording is to be securely stored for a minimum of 60 calendar days and should be made available to GBA/City Corporations in order to monitor executive performance, ensure quality standards and gather business intelligence. A copy of voice interaction shall also be stored in the State data Center and be archived as per GBA/City Corporation policy.
10) All incidents are to be raised and tracked on the incident management tool as mentioned earlier. The Helpline executives shall ensure closure of all incidents and tickets raised through them as per the defined SLA.
11) The AGENCY shall maintain a knowledge base of all details required for providing L-1 support to customers and internal staff. This knowledge shall be updated regularly and be accessible to the executives through the Helpline management module.
12) The AGENCY shall develop and share answer scripts for all possible problems with the Helpline executives to facilitate conversations with customers
13) An indicative list of tasks to be performed by the help-desk executives is as mentioned below:
    a) Call Centre Helpline executives shall support both inbound and outbound channels of communication to handle queries, complaints, requests, feedback and suggestions
    b) Call Centre Helpline executives shall provide support for technical queries and other software related issues arising during day to day operations, pertaining to applications, Mobile App related, online portal, SEVAMITRA service requests etc.
    c) All complaints/ grievances of users shall be recorded in the Call Centre Helpline ticketing software and followed up for resolution.
    d) Call Centre Helpline executives shall be responsible for opening of the ticket, assigning of the ticket, follow-up with other teams (such as L-2, L-3 etc) for resolution of the ticket and closure of the ticket. Helpline executives shall also responsible for informing the end user on ticket status update and also getting confirmation from the user for closure of tickets.
    e) All complaints/ grievances shall be assigned a ticket number and the ticket number shall be made available to the user along with the identification of the Call Centre Helpline executive,

f) Any other task assigned by GBA/City Corporation pertaining to Call Centre Helpline operations.

E 1.2 Infrastructure

1) The Agency shall arrange for physical infrastructure to set-up the Call Centre Helpline. The Agency shall also be responsible for procurement and maintenance of the hardware required for its operations. This could be fully set up and run by the Agency or sub-contracted to a professional Call Centre but the responsibility to deliver all the items of the Scope of Work shall remain solely that of the Agency. The Call Centre Helpline should be in Bangalore, Karnataka. The AGENCY may set up a new Helpline center or use an existing one with them in their premises. The set up shall have following requirements: a) Table
   b) Desktop
   c) UPS power
   d) Internet connectivity to desktops
   e) Telephone instrument compatible with voice telephony headset
   f) Voice telephony headset
   g) Telephone line
   h) Chair with arm support
   i) Biometric access-controlled environment
2) The AGENCY should provide seats as per the requirement prescribed in the staffing section, to start with, scalable as per requirement. GBA reserves the right to increase or decrease the number of seats depending upon the traffic pattern.
3) The AGENCY shall provide Help line numbers from two different service providers, a WhatsApp number (Including Phone, Phone number and SIM), for the Helpline and provide call hunting facility for the number (PRI line) as well as routing of the WhatsApp messages to multiple executives.
4) The AGENCY shall establish a VPN at the Help-Desk location to ensure all executives can access various applications integrated with Helpline management tool.
5) The AGENCY shall be responsible for providing all infrastructure elements for providing Helpline services at their premises or under their control including but not limited to Agent Software Licenses, PRI lines, Internet connection, switches, Media Gateway, server and software at the Helpline location for storing information, Desktop, LAN, headset, PCs. PBX, Network Security sub-system, ACD, Call Logger, Reporting System etc. of enough capacity.

6) The AGENCY shall upgrade the software to the latest version whenever the changes in the IT systems require the up gradation of the software of the Helpline systems at no additional cost to GBA
7) The AGENCY shall make augmentations if required, based on resource utilization.
8) The AGENCY shall change the Helpline hardware if the same is declared end of life during the duration of the agreement.

The AGENCY may also develop/ procure a Helpline management module to facilitate Helpline executives to operate. Detailed requirements of the module are provided in section 1.6.4.3

F. Electronic Queueing Management System (EQMS)

GBA intends to follow a sophisticated queueing process at the GBA GSKs. The objective of queuing is to ensure that users of these centers are provided time bound service in an orderly manner. This can be achieved by handing over a queue number (token number) every time a user visits GBA GSK to avail services. Upon entry to the Centre, a user will be handed over a unique queue number that would be used to track the user from the point of entry to the center, to reaching the counter, to completion of the transaction and finally to the exit. The process should be such that at every point, a timestamp will be recorded along with the queue number so that the time taken by the person at every stage of his stay within center can be measured and monitored.

Following set of activities need to be performed under EQMS

1. Token Generation:

    a. Electronic Token Dispensing System
        1. The token generated shall be printed /electronically sent by the Electronic Token Dispensing System
        2. The Agency shall make the Electronic Token Dispensing System available at each centre.
        3. The minimum indicative details of the data that needs to be printed or provided is the token number, token issuance time, date, and center name.
        4. Sufficient inventory of cartridge and paper roll shall be provided by the Agency at each center. Provided that the tokens could be electronically made available where citizen can use them electronically.

    b. Token Number Tracking
        1. System shall have ability to integrate with GBA applications and modules

2. The token number count shall automatically be updated for next generation of the number
3. Automatic alert shall be triggered to Center Manager in case of any lapses in terms of wait time and service delivery time related SLA

c. Token Display System
   1. Waiting time shall be defined for each service category.
   2. The time shall be updated on the display screen
   3. The token number shall be displayed on the screen as and when it is called.
   4. Agency to continuously work along with GBA to deliver all services from these Centres.

2 Maintenance of complete lifecycle of EQMS

a. The token details shall be updated after every request.
b. The details on all the server/ database / systems where token details are connected shall be updated periodically.
c. Each token that is either disposed post the process/ deleted or any operation that has happened which results in modification of details of the token shall be updated at all counters.
d. Any issue with respect to network / non-functioning of system/ issue with dispensing of token printing should not hamper the token details and the backup of the details shall be stored.
e. The security policies to avoid mismanagement of tokens during the entire process shall be clearly drafted and provided to GBA.
f. Agency shall maintain detailed log of EQMS tokens
g. Agency shall track movement of tokens across the complete journey.
h. A reporting mechanism shall be present where the analysis of tokens issuance on a daily/weekly/monthly basis, trend analysis etc. can be performed
i. Agency shall provide a service management system to define the list of services under which the token will be used.
j. The access rights shall be defined for each operation.

3 Procurement and maintenance of EQMS hardware and software

The OP shall be responsible for procurement and maintenance of hardware, software and consumables required for operating EQMS.

G. Customer Relation Management

GBA intends to provide users with a uniform and referable experience. In this regard, it intends to leverage the benefits of a

CRM solution. Such a solution should typically provide functionalities such as Contact and Account Management, Campaign Management, Customer Data Management and analytics (to provide insights on customer usage and behavior) and maintenance etc.
Agency can propose tools /products for chat bot/recommendation engine/Incident Management/Help desk Management /Customer Relation Management they would like to use for projects. Agency can also choose to develop customized tools /products. Procurement of Tools and Licenses is the responsibility of the Agency.

H. Staffing and Training

H1 Staffing

1. All the manpower required in this project shall be recruited, deployed, trained and managed by the Agency except the Call Centre Helpline which can be sub-contracted without diluting the absolute responsibility of the Agency to deliver all the Scope of Work.

2. Deployment of Centre Staff:
    a) The minimum Number of Data Entry Operators, Buffer Data Entry Operators & Managers to be deployed has been worked out separately for each centre and is in this RFP.
    b) Requirement of Seva Mitras: Agency is expected to put two Seva Mitras per GBA GKS to begin with and one additional Seva Mitra for every 250 additional service field verifications arising out of service requests in a month in a GBA GSK beyond 500 field verifications or visits per month from a GBA GSK. Provided that in case there is reduction of field verification applications by 250 in a month then one Seva Mitra may be reduced from the next month subject to condition that Seva Mitras shall not be reduced below 1 per zone.
    c) It may be noted that the requirement prescribed is minimum requirement and Agency is mandated to deploy the Centre Staff/SEVAMITRAs as per the actual requirement based on the number of transactions and complexity of services such that the prescribed SLAs are achieved.
3. Deployment of Project Management Team/ Back office Team:
    a) Requirement of Project Management Team/ Back office Team/ has been worked out and is provided in this RFP above.

b) It may be noted that the requirement prescribed is minimum requirement and Agency is mandated to deploy the Project Management Team/ Back office Team as per the actual requirement.

4. GBA/City Corporation shall have the right to ask for replacement of any employee who is not found to be competent and orderly in the discharge of his/her duties. Metrics for performance measure shall be provided by GBA/City Corporation and shall be regularly tracked via MIS Reports.
5. The Agency shall ensure compliance with all the applicable Labour laws throughout the project tenure.
6. The Agency shall adhere to the Minimum wages Act, Karnataka, for payment of salaries. In case of modification in the minimum wages act, the same has to be adhered to by the Agency.
7. The Agency shall mandatorily perform a background check of the personnel before recruitment. A police verification must mandatorily be conducted for all employees recruited on customer facing roles such as center operators, managers, coordinators, help desk executives and others.
8. The Agency shall be responsible for payment of statutory contributions such as Insurance, ESI, PPF, etc. to be payable by the employer.
9. The Agency shall maintain adequate leave reserve for all employees and arrange for back-up resources in case of critical resources.
10. The Agency shall employ methods to control attrition of manpower deployed on this project.
11. Any change in any of the named resources shall be approved by GBA/City Corporation in advance. The Agency must inform on the change of resource and suggest a replacement at least 1 month in advance. GBA/City Corporation reserves the right to conduct an interview before accepting the proposed resource change.
12. The biometric login of all employees shall be maintained by the Agency. The same shall be accessible to GBA/City Corporation on real-time basis.
13. The Agency shall be responsible for any loss or mishandling of cash or any other IT or non-IT asset by any of the employees.
14. The employees deployed by the Agency for the project shall not seek employment in Government based on their deployment and they are not entitled for any future Government employment based on it.

H2. Project Management Team

Role	Minimum Qualification/ Certification	Experience	Skill Sets
Program Director/ Manager	• Graduate in Science or electronics/ B.E./ B.Tech in IT, Electronics • MBA from reputed Institute • Project Management Certification (PMP)	• 10 years minimum experience of working with Government Departments or State Public Sector Organizations in roles of delivery of service to or on behalf of Government Department, equivalent to Project Manager • Experience in handling a team of 100+ size	• Excellent business acumen • Ability to manage large teams efficiently • Deep understanding of citizen-centric services • Good communicatio n skills (Kannada and English)
Operations Manager/ Assistant Managers	B.E./ B.Tech./ B.Sc./ Any other equivalent graduation degree	• At least 5 years of experience in working with Government Departments and association with Citizen Service delivery project • Experience in handling a team of 50+ size • Experience in operation management	• Problem-solving and on-the-feet thinking • Good communication skills (Kannada and English) • Knowledge of computers related to Office applications, eMail, Internet
Zonal Coordinators/ Coordinators/ Nodal officer for services	B.E./ B.Tech./ B.Sc./ Any other equivalent graduation	• At least 4 years of experience in working with Government Departments and	• Good coordination and problem-solving skills • Good

	degree	association with Citizen Service delivery project • Minimum 3 years of experience in supervising a team of 30+ size	communication skills (Kannada and English) • Knowledge of computers related to Office applications, Email, Internet

Hardware and Network Team

Role	Minimum Qualification/ Certification	Experience	Skill Sets
Technical Manager	□ B.E./ B.Tech./ B.Sc./ BCA in IT, Electronics /Computer Science Any other equivalent qualification	• Minimum 5 years of experience in managing a complex IT infrastructure • Minimum 3 years of experience in supervising a team of 20+ size	• Good technical knowledge of IT hardware • Good communication skills (Kannada and English)
Hardware Engineer	□ Diploma in IT, Electronics/ BCA/ B.Sc. (Computer Science)/ Any other equivalent qualification	□ Minimum 2 years of experience in hardware maintenance /network maintenance of a complex IT infrastructure comprising of servers located in multiple locations, WAN, wireless links.	• Good technical understanding of IT and network equipment • Good communication skills (Kannada and English)

H3. Resources (Manpower)

In order to deliver the services at the centers and through door delivery of services, managers operators, non-skilled labour would be required. List of all these resources required are provided hereunder.

Role	Minimum Qualification/	Skill Sets

	Certification/ Experience	
Center Manager	• Graduation or equivalent in any field • MS Office certification • Minimum 5 years of experience in customer facing roles OR Minimum 3 years of experience in people management in IT or service domain	• Fluency of reading, writing and speaking Kannada and English • Ability to manage multiple stakeholders • Excellent customer relationship management skills • Good communication skills
Center Operator	PUC or equivalent MS Office certification	• Fluency in speaking, reading, writing and typing, English and Kannada • Minimum typing speed of 40 WPM • Good communication skills
Seva Mitra Executive	• PUC or equivalent • MS Office certification • Valid Driving License for the specific category of vehicle	• Fluency in speaking, reading, writing and typing English and Kannada • Minimum typing speed of 40 WPM • Good communication skills • Ride 2-wheeler

H4. Trainers

Role	Minimum Qualification/ Certification/Experience	Skill Sets
Trainer	• B.Ed./ B.Sc./ Any other equivalent degree • Minimum 2 years of experience in	• Excellent communication and presentation skills • Understanding of

	developing digital and print educational material • Minimum 2 years of experience in organizing classroom-style seminars • MS Office certification • Any additional training certification from any reputed agency (preferred)	government services (preferred) • Proficiency in speaking, reading, writing and typing Kannada and English

H5. Helpdesk & Helpline Executives

Role	Minimum Qualification/ Certification/Experience	Skill Sets
Helpdesk Executive or Call Centre Executive	□ PUC or equivalent □ MS Office certification	• Excellent communication skills (Kannada and English) • Understanding of the government services (preferred)

The list of resources and their qualification shown above is indicative and is placed here to convey the type of skill sets GBA expects the team deployed to demonstrate. The Agency should submit the CVs of the above-stated staff to GBA/City Corporations to ensure that the appropriate staff with required technical skills is deployed on the project.

H5. Additional Manpower

In addition to personnel mentioned above, the Agency may deploy additional manpower for the project in various roles such as Project Coordinator for each city, B2C partnerships Manager, Training Manager. The prospective bidders may give details on additional roles deployed in the this work in the Technical Bid. Since it may not be viable for the Agency to place dedicated human resources in roles other than those mentioned above, the Agency may employ shared resources from its workforce and deploy such employees on a part time basis for this work.

H6. SOPs for Recruitment

Deployment of good resources for user facing roles is an important component of the project. The Agency is expected to follow the below Standard Operating Procedure (SOP) for managing the quality of resources engaged. The Agency may add further steps to the SOP as deemed necessary.

Employee Category	Selection methodology by Operating Partner
Center Operator	1. Aptitude test 2. Typing test 3. Technical interview
Center Manager	1. Aptitude test 2. HR interview
Seva Mitra Executive	1. Aptitude test 2. Technical interview 3. Typing Test
Help-Desk & Call Centre/Helpline Executive	1. Aptitude test 2. HR interview

Format of CV is shared in Annexure.

H7. Training

1) The Agency shall be responsible to impart trainings to all staff members to adequately equip them with knowledge required for discharging of their duties.
2) The charges including provision of material for training, transportation, refreshments and accommodation that maybe incurred on account of the training shall be borne by the Agency.
3) The Agency shall mandatorily conduct assessment after all classroom and virtual training sessions. The assessment results are to be shared with GBA/City Corporations.
4) The Agency shall create digital material (video-based, PowerPoint presentations etc.) and share with all employees through the Knowledge Management tool.
5) The training program would also include the one-time training that the Agency will impart to its employees and operators when it roll-out the operations.

The Agency shall organize the following trainings to employees to ensure smooth functioning of the project. The OP may add to the list below as deemed necessary.

H 7.1 Induction Training

This shall be a mandatory training for all new Center Operators and SEVAMITRAs to complete on the day of their on-boarding. As part of this training, the Centre Manager shall educate and train the new Center Operators and SEVAMITRAs regarding the following:

- Project overview
- Service delivery model
- Responsibilities and KPIs
- Guidelines to be adhered to

The trainer shall also create a video with the above-mentioned content that can be viewed by the new joiners in exceptional cases where the Center Manager is unable to provide the training in person.

H 7.1 Service Delivery Training

a) One-time training for project operationalization:

This shall include knowledge transfer sessions to all employee categories. In case of Center Operators, train-the-trainer model may be used. This knowledge transfer sessions shall include, but not be limited to:

- Classroom sessions including detailed descriptive explanation of all processes
- Live demonstrations of important processes
- Walk-through of all software modules and tool usage

This would be accompanied by handholding and shadow support

b) For new joiners (during the course of the project):

viii **Centre Operator**

This training will be provided in 2 stages:
Stage I: The center manager will explain the process of service delivery of utility services to the operator. He/she will provide hand-holding support for 1-week as part of the training.
Stage II: The operators shall attend classroom training sessions held zonally or centrally at regular intervals. These may be held within regular intervals to ensure that every new joiner is able to attend the training within 2 months of joining the project.

ix **Seva Mitra Executive**

This training will be provided in 3 stages:
Stage I: The Center Manager shall explain the required services to the SEVAMITRA and provide training in the center premises.
Stage II: The SEVAMITRA shall receive hand-holding support from another senior SEVAMITRA for a minimum of 2 days. In this new SEVAMITRA shall be attached to an experienced SEVAMITRA for a week and assist in the field.

Stage III: The SEVAMITRA shall attend classroom training sessions held zonally or centrally at regular intervals. These may be held within regular intervals to ensure that every new joiner is able to attend the training within 2 months of joining the project.

x **Center Managers**

This training will include the following:

- A detailed Knowledge Transfer (KT) session by the Zonal Coordinator
- Handholding and shadow-support by the Zonal Coordinator for a minimum of 1 week.

c) Refresher training:
   - Batch-wise classroom training to be scheduled periodically in every zone to refresh employee's knowledge of services
   - Virtual training to be conducted at least once in 3 months through provision of digital training material, followed by an online assessment

d) Addition of new service:
   - Center-wise training to be provided by the Zonal Coordinator/Center Manager for delivery of the new service
   - Virtual training/ demonstration to be conducted, at least 1 week prior to Go-Live of the new service, through provision of digital training material followed by an online assessment

e) Modification in existing service:
   - Virtual training/ demonstration to be conducted, at least 2 days prior to Go-live of modifications, through provision of digital training material followed by an online assessment

f) Addition of new software module/ hardware or modification of existing software or hardware:
   - Center-wise training/ walk-through to be provided by the Zonal Coordinator/Center Manager
   - Virtual training/ demonstration to be conducted, at least 1 week prior to Go-Live of the new module, through provision of digital training material followed by an online assessment

g) Helpdesk & Helpline training

This training will include the following:

(i) Classroom or virtual training on handling calls, emails and SMS at least once in 3 months

(ii) Weekly virtual training to include any new services/modules or changes in the existing ones

(iii) Monthly refresher training based on assessment and review of executive performance

h) Soft skills training

Batch-wise soft skills training to be provided to all user facing employees at least once in 6 months through a certified agency to cover, but not limited to, the following:

- Clear communication
- Empathy
- Attentive listening
- Teamwork and adaptability
- Stress management

H 8 Marketing & Outreach Initiatives

Marketing and outreach will be one of the key bulwarks of the this model. Under the current scope the new Agency shall bring in expertise around marketing and outreach activities and hard sell the GBA GSK Centres in a manner that it is able to record continuous growth in the number of transactions. Marketing and outreach program will involve constantly evolution of the services that Centres provide. This can be achieved through multiple mechanisms, including enhancement of the quality of services that are delivered. Provided in the following sections are some of the possible activities that the Agency is expected to perform. This does not limit the Agency from improvising newer ideas for improving the number of transactions of the system and thus the financial stability of the this GBA GSK System and presenting the same to GBA for consideration.

H 8.1 Collaboration with private organizations

H 8.1.1 On-boarding B2C Services

1) The Agency shall reach out to private organizations that offer citizen-centric services, which have the potential to generate high offline and online traffic.
2) The Agency shall be responsible to ensure that the partner and the services on-boarded are legally compliant with the laws of Union of India and Government of Karnataka. The Agency shall also ensure that these services are ethical and meet all the required criteria defined by GBA/City Corporations. The legal compliance of the services will be regularly reviewed by GBA/City Corporations. The continuity of the services will be based on the discretion of GBA/City Corporations.

3) The Agency shall be responsible to manage partnership with all private organizations including finalization of partnership terms and fee negotiations.
4) The Agency shall be responsible for equipping manpower with required skillsets and any additional hardware required for delivery of the on-boarded B2C services.
5) The Agency shall seek written approval from GBA before on-boarding as well as GoLive of the service. In this regard if any additional manpower is needed so that these new services are delivered without delays or violation of the SLAs for the GBA/City Corporation services

H 8.1.1 Strategic partnership for advertisements

1) The Agency shall reach out to private organizations for advertising digitally in dedicated unutilized space within the centres.
2) The Agency shall be responsible to manage partnership with the organization including finalization of partnership terms and fee negotiations. The commercial discussions will be responsibility of the Agency.
3) The Agency shall be responsible to ensure that the content to be displayed is legally compliant with the laws of Union of India and Government of Karnataka. The Agency shall also ensure the services provided by the partner on the center-premises are ethical and meet all the required criteria defined by GBA/City Corporations. The legal compliance of the services will be regularly reviewed by GBA. The continuity of the services will be based on the discretion of GBA/City Corporations.
4) The Agency shall submit proposals to GBA/City Corporations along with commercial details.
5) Agency is expected to assist GBA/City Corporations in monetizing the space of centres for digital ADs. Entire Revenue generated through the same shall be the revenue of Agency subject to payment of Advertisement Fees to the City Corporations .

H 8.1.2 Support operationalization of special service camps

1) The Agency shall support GBA/City Corporations in operationalization of service camps as and when required for customer outreach as directed by the GBA/City Corporations. Such outreach camps can be promotional activity, or it can be a temporary counter to assist communities in availing the benefits of this project.
2) GBA/City Corporations shall inform the Agency well in advance regarding such camps to provide enough time to arrange for

required resources. Provided that payment for per citizen application for such camps shall be as prescribed in this RFP.

3) Alternatively, the Agency shall make efforts to identify various opportunities for organizing special service camps, including the location of such camps and possible benefits that can accrue to the citizens and inform GBA/City Corporations about such a plan. If Agency finds the plan to be conducive with the goals set out for this project, then it will provide all necessary approvals required for conducting such a camp.
4) Such camps shall be supported by the existing infrastructure available with the Centres. It should be noted that while hardware and field equipment will be supplied by GBA/City Corporations, the IT hardware requirements manpower and logistics would be the responsibility of the Agency.

H 8.2 Promotional activities to generate awareness

H 8.2.1 Above the Line (ATL)

The Agency shall support GBA/City Corporations with the on-ground activities involved in undertaking promotional activities via the following media:

1) Newspaper advertisements
2) Radio advertisements
3) Billboards

The Agency shall support in content creation, coordination and supervision of these promotional activities. The cost of giving out advertisements or for setting up billboards would be borne by GBA/City Corporations.

H 8.2.2 Below the Line (BTL)

The Agency shall support GBA/City Corporations with the on-ground activities involved in undertaking promotional activities via the following media:

1) Pamphlets
2) Standees and Posters

The Agency shall support in content creation, coordination, distribution, placement and supervision of these promotional activities. The cost of printing and other needed activities would be borne by GBA/City Corporations.

H 8.2.2 Through the Line (BTL)

Digital Marketing through social media and Search Engine Optimization (SEO) shall be sole responsibility of Agency.

H 8.3 Customer Lifecycle Management

Customer lifecycle management is an important exercise that will help improve the quality of the services delivered by Centres by bringing focus on the ultimate beneficiary of the project i.e. its users. The following section details out stage-wise

H 8.3.1 Customer Acquisition

- Agency should come up with systematic customer acquisition strategies and create a plan for execution
- Agency should put in effort to create awareness through various channels and attract users to use the various channels provided by this project. Increase in engagement will act as a KPI for successful customer acquisition.
- Understand the need of users and prepare a plan of incorporating those in the future. Create a list of alternatives/ potential areas to consider.
- The plan might include potential audience/ segments to consider for various awareness campaigns, type of campaign, best channel to conduct campaign, creation of various collaterals which may include flyers, video collaterals, etc.
- Agency can provide giveaways and conduct various activities for promotion and focus on identifying loyal customer who can contribute in word-of-mouth marketing

H 8.3.2 Customer Delight

- The objective of this project is to bring in excellent quality of service delivery which leads to gaining of customer goodwill and loyalty. Such a thing can only be achieved if the operational partner brings in best of its resources and ability to constantly work towards enhancing the experience of all users of all the interfaces of this project. In this regard, it is expected that the Agency lays out a clear plan for achieving the goal of customer delight. Such a plan should consist of using marketing and branding strategies, service quality strategies, etc. using technology and human skills.
- The Agency shall also take appropriate steps to implement such a plan during its tenure
- As part of its technical proposal the Agency shall provide a proper timeline of activities that it intends to undertake in bringing in customer delight.
- The Agency shall execute its plan for bringing in customer delight which it proposes as part of its technical proposal.

H 8.3.3 Customer Retention

- Agency should put in all adequate efforts to retain users of services. However, Agency shall not be required to take any action which Agency in good faith believes is reasonably likely to disrupt its existing relationships or practices or procedures.
- In order to retain users, the Agency shall provide frequent training to its user interfacing officials and gather unbiased feedback / responses from users of its services.
- Another cornerstone of customer retention process is resolution of queries raised by the users. The Agency shall strive to address all the queries raised by the users. In this case, 100% of queries raised across all platforms available are responded and resolved within the committed resolution time.
- The impact of customer retention strategy will be measured through achievement of continuous transaction growth during this engagement.
- The Agency should conduct frequent status review meeting with GBA/City Corporation and gather its feedback, which shall be used to improve the quality of service delivery of services.

I EXIT MANAGEMENT

I1. Purpose

a. This section sets out the provisions, which will apply on expiry or termination of the Master Service Agreement. The Agency shall provide the services under the Exit management schedule for a period of 90 days, within the contract period to the GBA
b. In the case of termination of the Project and/or Operation due to any reason, both GBA and Agency shall agree at that time whether, and if so during what period, the provisions of this Exit management schedule shall be applicable.
c. Both the parties shall ensure that their associated entities carry out their respective obligations as part of the Exit Management Schedule.

I2. Transfer of Assets

a. Agency during the exit management period shall provide GBA with a complete and up-to-date list of the assets available with the project and work with GBA in handing over the facilities to either GBA or any agency designated by it.

b. The list of assets shall also clearly mention the conditions of each asset and repay costs of any asset that was damaged during the course of the provision of the services.
c. It shall be the intent of the Agency to handover all assets, any manuals associated with it and any other document/collateral/or any other tool that is required for using the asset for operation of Centres to GBA or to any of its agency in working condition. In this regard, the Agency shall also endeavor to undertake training of all such personnel that are designated by GBA.

I.3. Cooperation and Provision of Information

a. The Agency shall allow GBA or any agency designated by it, access to information reasonably required to undertake transfer of responsibilities during the exit period.
b. The Agency shall promptly on request by GBA, provide access to and copies of all information held or controlled by them, which they have prepared or maintained in accordance with the MSA, the Project Implementation, and the Operation and Management SLA relating to any material aspect of the services (whether provided by the Agency). GBA or any agency designated by it shall be entitled to copy all such information. Such information shall include details pertaining to the services rendered and other performance data.
c. The Agency shall permit the GBA and/or any designated Agency to have reasonable access to its employees and facilities as reasonably required by the GBA to understand the methods of delivery of the services employed by the Agency and to assist appropriate knowledge transfer.

I.4. Confidential Information, Security and Data

The Agency shall promptly on the commencement of the exit management period supply to GBA or any agency designated by it the following:

a. Information relating to the current services rendered and customer satisfaction surveys and performance data relating to the performance of sub-contractors in relation to the services;
b. Documentation relating to Project's Intellectual Property Rights;
c. Project data and confidential information;
d. Documentation relating to sub-contractors;
e. All current and updated project data as is reasonably required for purposes of this project;
f. all other information (including but not limited to documents, records and agreements) relating to the services reasonably

necessary to enable GBA or its nominated agencies, or its Replacement Agencies to carry out due diligence in order to transition the provision of the Services to GBA or its nominated agencies, or its Replacement Agency (as the case may be).

I.5. Employees

a. Promptly on reasonable request at any time during the exit management period, the Agency shall, subject to applicable laws, restraints and regulations (including in particular those relating to privacy) provide to the GBA a list of all employees (with job titles) of the Agency dedicated to providing the services at the commencement of the exit management period;
b. To the extent that any Transfer Regulation does not apply to any employee of the Agency, this Project, or its Replacement Agency may make an offer of employment or contract for services to such employee of the Agency and the Agency shall not enforce or impose any contractual provision that would prevent any such employee from being hired by the GBA or any Replacement Agency.

I.6. Transfer of Relevant Agreements

On request by GBA, the Agency shall effect such assignments, transfers, licenses and sublicenses as GBA may require in favour of the GBA, or its Replacement Agency in relation to any equipment lease, maintenance or service provision agreement between Agency and third party lessors, vendors, and which are related to the services and reasonably necessary for the carrying out of replacement services by the GBA or its Replacement Agency.

I.7. Rights of Access to Premises

a. At any time during the exit management period, where Assets are located at the Agency's premises, the Agency shall be obliged to give reasonable rights of access to (or, in the case of Assets located on a third party's premises, procure reasonable rights of access to) the GBA, and/or any Replacement Agency in order to make an inventory of the Assets.
b. The Agency shall also give the GBA or its nominated agencies, or any Replacement Agency right of reasonable access to the Agency's premises and shall procure the GBA or its nominated agencies and any Replacement Agency rights of access to relevant third party premises during the exit management period and for such period of time following termination or expiry of the MSA as is reasonably necessary to migrate the services to the GBA or its nominated agencies, or a Replacement Agency.

I.8. Roles & Right Over the Project

The roles and rights, available to the Agency and its resources or any of its nominees, over the application software or the IT infrastructure supporting it shall be removed before the conclusion of the exit management phase.

22. SERVICE LEVEL AGREEMENTS

The Service Level Agreements prescribed here are meant to govern the delivery of all services that are provided under this project. The intention of GBA is not to create a punitive process rather work with the Agency to deliver a world class facility to the citizens of Bengaluru in general and users of GBA GSK in particular. The SLAs provided here has been categorized under the following categories:

a. Pre-Operation SLA/Liquidated Damage: This SLA will monitor the transition process and ensure a time bound closure of all activities leading to final handover.
b. Performance SLAs: These SLA will monitor the quality of the performance of duties by the OP is delivering services.
c. Optimization SLAs: These SLAs will be created after acceptance and finalization of the bid. Under this SLA, parameters mentioned in A&M evaluation criteria, against the sought KPIs will be added as SLA for measurement of commitment made and delivered by the OP. Any scenario where the Operating Partner fails to meet the commitments made in Technical Proposal, will lead to penalty imposition

a **Pre-Operation SLA/Liquidated Damage**

6.1 Completion of Setting Up	
Definition	Delay in setting up the Centres
Data Capture	Completion report
Measurement Interval/Reporting period	Weekly
Target Service Level	2 months from the date of issuance of work order
Minimum Service Level	-
Service Level Dependency	-
Penalty for breach	Rs.1,00,000 for delay of 1 week for each Centre Rs. 2,00,000 for delay of 2 weeks for each Centre Rs. 5,00,000 for delay of 3 weeks and Rs 2 Lakhs/week for each week of further delay for each Centre If 5 or more centres do not go live 4-months

	from the date of agreement signing then the contract is liable to be cancelled for breach of agreement.

6.2 Performance SLAs

6.2.1. Centre uptime of over 99% per month	
Definition	As far as possible, machine uptime will be captured automatically through a software program (Online Monitoring Tool). Zero transactions recorded for a service Centre would also be regarded as Centre downtime.

Data Capture	1) No. of recorded hours on server logs of uninterrupted usage of the system by users during business hours 2) No. of transactions recorded during the day.
Measurement Interval/Reporting period	Weekly
Target Service Level	100%
Minimum Service Level	100%
Service Level Dependency	• Power Backup • Upgrades • System Restores • SDC downtime
Penalty for breach	INR 10,000 per day for each center recording zero transactions
Material Breach	The Agency shall be in material breach in case of occurrence of any incident of the following type: a) Average Centre uptime below 95% in any month b) Down time for any centre exceeding 12 working hours c) Simultaneous downtime of 33% or more of

	the centres in Bengaluru for a period of 6 working hours
Stipulated period for mitigating material breach conditions	Stipulated period for each of the three above mentioned material breach incidents is as follows: a) Average Centre uptime below 95% in any month – two months for mitigating material breach condition b) Down time for any centre exceeding 12 working hours - Twelve hours for mitigating material breach condition c) Simultaneous downtime of 33% or more of the centres for a period of 6 working hours - Six hours for mitigating material breach condition
Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Remedial performance for each of the three above mentioned material breach incidents is as follows: a) Average Centre uptime below 95% in any month - Average uptime of all systems in the project should not go below 95% during the stipulated period. b) Down time for any centre exceeding 12 working hours - Incidents involving Material breach conditions c) Simultaneous downtime of 33% or more of the centres in each city for a period of 6 working hours - Should not occur more than once in a six-month period

6.2.2. Asset Management

Definition	It is the responsibility of the Agency to ensure the following with respect to asset management: a) All asset details are tagged, and details are entered into the Asset Management System (AMS) b) Any change in asset status is updated in the

	AMS
Data Capture	MIS report, incident management report, customer complaints, GBA/City Corporation inspection report
Measurement Interval/Reporting period	Monthly
Target Service Level	a) All asset details are tagged, and details are entered into the Asset Management System (AMS) – within 1 months from go-live of the project b) Any change in asset status is updated in the AMS – within 4 hours of status change
Penalty for breach	a) All asset details are tagged, and details are entered into the Asset Management System (AMS) within 1 month of go-live Any breach shall attract penalty of Rs.10000 per week; the penalty shall be doubled for delay of each week after 4-weeks of delay b) Any change in asset status is updated in the AMS within 4 hours of status change Any breach shall attract penalty of Rs.500 per asset per hour, the penalty shall be doubled for delay of every hour after 12 hours of delay

6.2.3. Incidents of fraudulent practice/impersonation/ misbehaviour by Center staff/SEVAMITRA	
Definition	It is the responsibility of the Agency to ensure no incidents of fraudulent practice/ impersonation/ misbehaviour etc.by the centre staff happens.
Data Capture	MIS reports, Customer complaints, Monitoring by

	GBA
Measurement Interval/Reporting period	Weekly
Target Service Level	>0
Minimum Service Level	-
Penalty for breach	Misbehaviour or negative feedback report will lead to termination (if proven) of the services of the employee(s) involved and a penalty of Rs. 10,000 on the Agency and suitable legal action on Agency for each such incident reported and if found to be true if so necessary in particular facts and circumstances of any case.

6.2.4. Incidents of illegitimate collection of excess fees from citizen	
Definition	It is the responsibility of the Agency to ensure no incidents of collection of additional fees (exceeding transaction fee set by Govt. of Karnataka/GBA/City Corporations/Dept/Organisations) from citizen occurs
Data Capture	Customer complaints, Monitoring by GBA/City Corporations *GBA/City Corporations will judge their complaint/incident in this regard and their judgement will be final
Measurement Interval/Reporting period	Weekly
Target Service Level	>0
Minimum Service Level	-
Penalty for breach	Rs 10,000 per instance and suitable legal action on the Agency and immediate

	termination by Agency of the concerned employee(s);

6.2.5. Rejection of application due to improper / bad quality of scanned documents	
Definition	It is the responsibility of the Agency to ensure that no document scanned and uploaded is rejected due to bad quality of scanning or due to improper scanning.
Data Capture	No. of such incidents reported or identified
Measurement Interval/Reporting period	Weekly
Target Service Level	>0
Penalty for breach	Rs 200 per incident. GBA/City Corporations will monitor and enquire regarding the reason for rejection, if any wrong documents are scanned causing rejection from the department/company, the Agency shall raise another request on behalf of the citizen free of cost (No transaction fee) *if rejected for any reason attributable to citizen, SLA won't be counted

6.2.6. Loss of Cheques, drafts of customers	
Definition	It is the responsibility of the Agency to safeguard Cheques and bank drafts presented by the citizens for bill payment
Data Capture	MIS reports, Customer complaints
Measurement Interval/Reporting period	Weekly
Target Service Level	No loss of Cheque or draft
Service Level Dependency	No theft

Penalty for breach	Rs.500/- per loss of instrument in addition to Depositing of value of instrument with the GBA/City Corporation/Dept/Organisation

6.2.7. 99.99% accuracy in inputting customer data	
Definition	It is the responsibility of the B1 K1 counter or JanaSevaka operator to accurately type the particulars of users who use the B1 K1 services, into electronic forms & applications
Data Capture	Complaints/ Feedback received
Measurement Interval/Reporting period	Monthly
Target Service Level	99.99%
Minimum Service Level	99%
Service Level Dependency	-
Penalty for breach	Any financial loss to the customer, participating Department arising out of such inaccuracy + Rs.500/- per data entry mistake per transaction
Material Breach	More than 2% inaccuracy of the transactions in a month
Stipulated period for mitigating material breach conditions	1 month
Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	At least 99.5 % data entry accuracy at the end of 1month period

6.2.8. System Uptime (Applications etc – on the side of the Agency at the Centres)

Definition	• Time for which user is able to access the applications, website and other components of the IT solution during the business hours. The system includes any of the hardware, system software, application etc. being up and running. • Any downtime attributable to the GBA/City Corporation/Dept/Organisation providing service for any reason but including for example, backup time, batch processing time, routine maintenance time will not be considered while evaluating the system uptime.
Data Capture	No. of recorded hours on server logs of uninterrupted usage of the system by users during business hours
Measurement Interval/Reporting period	Weekly
Target Service Level	>99.9%
Minimum Service Level	>99%
Service Level Dependency	• Power Backup • Upgrades • System Restores • SDC issues
Penalty for breach	Rs. 25,000 per day of down time below 99.5% aggregate uptime
Material Breach	The Agency will be in material breach in case any incident of the following occur: a) The aggregated application uptime for all centres in a city below 98% b) Application & Centre down time or denial of service for any centre exceeding 10 working hours in a month c) Simultaneous downtime of 33% or more of the centres in Bengaluru
Stipulated period for mitigating material breach conditions	Stipulated period for each of the three above mentioned material breach incidents is 24 hours

Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Remedial performance for each of the three above mentioned material breach incidents is as follows: a) Aggregated application uptime for all Centres below 98% - Average application uptime for each Centre should not go below 98% during the stipulated period. b) Application down time for any Centre exceeding 10 working hours in a month. - For a period of one month after end of the stipulated period, cumulative down time for any Centre in a month should not exceed 7 hours. c) Simultaneous downtime of 33% or more of the Centres in any city - For a period of one month after the end of the stipulated period Material breach condition c) should not occur

6.2.9. System uptime for web portal (if provided by the Agency)	
Definition	Time for which the citizens and department/organizations are able to access the web portal for availing services and downloading MIS reports. Scheduled downtime, backup time, routine maintenance time will not be considered while evaluating the system uptime. However, the Agency will be required to schedule such downtime with prior approval of GBA/City Corporation.
Data Capture	No. of recorded hours on server logs of uninterrupted Usage of the system by users
Measurement Interval/Reporting period	Monthly
Target Service Level	99.90%
Minimum Service Level -	

Service Level Dependency	Network Connectivity
Penalty for breach	Rs.25,000 per day of down time below 99.5% Aggregate uptime
Material Breach	<99% uptime for 24 hours
Stipulated period for mitigating material breach conditions	24 hours
Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Web portal uptime of 99% within the stipulated period

6.2.10. System uptime for Mobile and Handheld application (if any of these provided by Agency)	
Definition	Time for which the citizens, SEVAMITRAs, departments/ organizations and other users are able to access the mobile and handheld application for availing services and downloading MIS reports. Scheduled downtime, backup time, routine maintenance time will not be considered while evaluating the system uptime. However, the Agency will be required to schedule such downtime with prior approval of GBA.
Data Capture	No. of recorded hours on server logs of uninterrupted Usage of the system by users
Measurement Interval/Reporting period	Monthly
Target Service Level	99.90%
Minimum Service Level -	99%

Service Level Dependency	Network Connectivity
Penalty for breach	Rs.25,000 per day of down time below 99.5% Aggregate uptime
Material Breach	<99% uptime for 24 hours
Stipulated period for mitigating material breach conditions	24 hours
Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Mobile and Handheld Application uptime of 99% within the stipulated period

6.2.11. API Latency for Mobile and Handheld Application (if any of these provided by the Agency)	
Definition	The mobile applications shall integrate with services from various departments and other third-party APIs. The round-trip time taken by these services to render a request and a response is referred to as the API latency. This metric assumes that the other department's API is up and available during the reporting period.
Data Capture	For every API the mobile app calls, the time it takes to respond on an average
Measurement Interval/Reporting period	Monthly
Target Service Level	1 second
Minimum Service Level -	3 seconds
Service Level Dependency	Availability of other department's APIs
Penalty for breach	i. Rs. 5000 if the average latency is more than 3 seconds but less than 4 seconds. ii. Rs. 10000 if the average latency is more than 4

	seconds but less than 5 seconds.
Material Breach	>5 seconds for a month
Stipulated period for mitigating material breach conditions	48 hours
Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Mobile and Handheld Application API latency less than 4 seconds in the stipulated period

6.2.12. Application Crash Rates for Mobile and Handheld Application (if provided by the Agency)	
Definition	Crashes refer to shutting down of the app abruptly while the user is using it. Crash rate is the average crashes per app loads (an app load is the launch of an app).
Data Capture	Percentage of crash free users = (Number of users that experienced a crash / total number of users) * 100
Measurement Interval/Reporting period	Monthly
Target Service Level	98%
Minimum Service Level -	95%
Service Level Dependency	Maturity of the app, Number of sessions of the app, number of users of the app
Penalty for breach	Rs. 5,000 if the percentage of crash free users is less than 98% but greater than 95% Rs. 10,000 if the percentage of crash free users is less than 95% but greater than 90%
Material Breach	<90% of crash free users 48 hours
Stipulated period for mitigating material breach conditions	48 hours

Remedial performance required for mitigating material breach conditions for non-termination before the end of the stipulated period	Mobile and Handheld Application crash free users are 98 % in the stipulated period

6.2.13. SLAs covering delivery of services & Field Verification by SEVAMITRAs

SL. No.	Description of service item	Measurement Methodology	Measurem ent Frequency	Breach Level	Penalty
1	Total number of SEVAMITRAs deployed	To being with 2-SEVAMITRAs should be deployed for each GBA GSK and same is liable to be reduced or increased as per workload @ one additional Seva Mitra for each additional 100 field verifications in a month beyond 1000 monthly field verifications arising from a Centre.	Monthly	<75% deployement	Rs. 10000 penalty per month. For every additional month the penalty would be doubled. Eg. Breach in month 1 would attract penalty of Rs. 10000, if breach continues in month 2, penalty will be Rs.20000/month and will apply on each subsequent month. Provided in case SLA is achieved in a month but in a subsequent month gets into breach then the subsequent breach would be treated as the

					1st month of breach.
2.	Security Breach and/or loss of data	Number of individual incidents reported by citizens, or identified by GBA	Monthly	>0	Rs. 50,000 payable to the GBA by the Agency

3.	Deviations between actual visit time or verification time and Prescribed time to visit time or complete verification by SEVAMITRAs	Total percentage of service requests where the difference between the actual visit time and the scheduled visit time is =>2 hours for Home Visits and more than 2-days for Field Verification Work Eg. Total service requests delivered in month X = 50000 Total no. of requests with deviation = 600 Percentage of deviation = 1.2%	Monthly	>1%	Rs. 10000 penalty per month. For every additional month the penalty would be doubled. Eg. Breach in month 1 would attract penalty of Rs. 10000, if breach continues in month 2, penalty will be Rs.20000 and so on. Provided in case SLA is achieved in a month but in a subsequent month gets into breach then the subsequent breach would be treated as the 1st month of breach.

4.	Delay in delivery of service to respective citizen after collection	No. of incidents reported or identified	Weekly	>0	Rs 200 per day per instance with additional Rs 100 per day of delay till submission. *in case of delay attributable to department or citizen, delay won't be counted
5	Any wrong Closing or Fake closing of Service	No. of incidents reported or identified *Independent Feedback Mechanism will convey to GBA/City Corporation	Monthly	>0	Rs 10,000 Per Instance, GBA/City Corporation will enquire and possible termination of services of the SEVAMITRA Executive.

SLA for Manpower Deployment

SL. N O	SLA	Minimum Requirement	Provisions for exceptions	Methods for measuring the SLA parameter	Penalty
1	Centre Staff				
1.1	Deployment of Operators	As prescribed in the RFP	As prescribed in the RFP	Operators to log into the application	Rs.1000/- per day per operator
1.2	Deployment of Centre Managers	As prescribed in the RFP	As prescribed in the RFP	Managers to log into the application	Rs.1500 per day per Manager
1.2	Deployment of Co-coordinators	As prescribed in the RFP	As prescribed in the	Co-ordinators to log into the application	Rs.2000 per day per Co-

			RFP		ordinator

2	Project Management Team				
2.1	Programme Director/ Manager	As prescribed in the RFP		Monthly Attendance generated from Biometric or IT Based Attendance System	Rs.1,00,000/- per month. If its part of the month then on pro-rata basis penalty shall be levied
2.2	Operations Manager/Assistant Manager	As prescribed in the RFP		Monthly Attendance generated from Biometric or IT Based Attendance System	Rs.50,000/- per month. If its part of the month then on prorata basis penalty shall be levied
2.3	Zonal Coordinator/ Coordinators/Nodal officers for Prime service	As prescribed in the RFP		Monthly Attendance generated from Biometric or IT Based Attendance System	Rs.30,000/- per month. If it's part of the month then on prorata basis penalty shall be levied
3	BACK OFFICE TEAM				
3.1	HR coordinator/ Store s Coordinator/ Reconciliation executive/Training coordinator/Trainer/Helpdesk Executives	As prescribed in the RFP		Monthly Attendance generated from Biometric Based Attendance System	Rs.25.000/- per month. If its part of the month then on prorata basis penalty shall be levied

4	ENGINEERING TEAM				
4.1	Technical Manager	As prescribed in the RFP		Monthly Attendance generated from Biometric Based Attendance System	Rs.50000/- per month. If it's part of the month then on prorata basis penalty shall be levied
4.2	Hardware engineers/Test and repair engineer/Electrician, UPS, generator Engineer	As prescribed in the RFP		Monthly Attendance generated from Biometric Based Attendance System	Rs.25000/- per month. If it's part of the month then on pro-rata basis penalty shall be levied

Note:

- A critical incident is one that will lead to service disruption leading to denial of service to users and subsequent financial losses on account of lost transaction fees. A medium incident is one that will not lead to any denial of services and no financial losses for the project in the immediate vicinity but a prolonged persistence of such a critical situation may subsequently lead to denial of services and/or financial losses to the project. Any other incident will be categorized as low-level incident.

- The total penalty amount will be capped at 10% of total payable amount for a month

- In case of 10% or more penalty calculation for three consecutive months, the performance of Agency will be considered as unsatisfactory and the penalty cap will be removed and contract is liable to be cancelled. To regain the penalty cap, the performance of the bidder must be satisfactory for 3 consecutive months.

- Also, it would be the responsibility of the Selected Bidder to retain the deployed manpower for the entire Contract/Project duration. In the event of a resource leaving the project prior to completion of the project duration, the selected bidder shall ensure a suitable replacement 15 days prior to the date of leaving of resource for proper handover and Knowledge Transfer (KT) between the resources. Exit of the resource will be subject to submission of a certificate/undertaking from the selected bidder certifying KT between the resources. These deviation from SLA are only applicable only when the deviations are attributable to the Agency and not because of any other reasons.

b GENERAL TENDER CONDITIONS:

■ Information to Bidders

1. Please note that: The costs of preparing the proposal and of negotiating the contract, including a visit to the DS&R, are not reimbursable as a direct cost of the assignment
2. Greater Bengaluru Authority expects the bidders to provide professional, objective, and impartial advice and at all times hold the DS&R's interests paramount, without any consideration for future work, and strictly avoid conflicts with other assignments or their own corporate interests. Consultants shall not be hired by the vendor for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of not being able to carry out the assignment in the best interest of the DS&R.
3. Will reject a proposal for award if it determines that the Bidder recommended for award has engaged in corrupt or fraudulent activities in competing for the contract in question.
    a) "Corrupt practice" means the offering, giving, receiving, or soliciting of anything of value to influence the action of a public official in the selection process or in contract execution; and
    b) "Fraudulent practice" means a misrepresentation of facts in order to influence a selection process or the execution of a contract to the detriment of GOK, and includes collusive practices among Bidders (prior to or after submission of proposals) designed to establish prices at artificial, non-competitive levels and to deprive GOK of the benefits of free and open competition.

■ Clarifications on RFP

1. All enquiries or requests for clarification from bidders relating to this RFP shall be submitted in writing through only by e-mail within 7 days of the RFP published, exclusively to the Department of Stamps and Registration (DS&R). Bidders must clearly indicate

the relevant section and clause number of the RFP while seeking clarification.

2. DS&R shall not be responsible for confirming receipt of any queries submitted by bidders. Further, DS&R does not make any representation or warranty regarding the completeness or accuracy of its responses and is not bound to respond to all queries received. No request for clarification shall be entertained after the last date for submission of queries, as specified in this RFP.

- **Pre-Bid Meeting**

1. The DS&R will host a Pre-Bid Meeting, tentatively scheduled to occur on the date as mentioned in this RFP.
2. The purpose of the conference is to provide bidders with information regarding the RFP and the requirements of the Project, and to provide each bidder with an opportunity to seek clarifications regarding any aspect of the RFP and the Project.

- **Amendment of RFP Documents**

At any time before the submission of Proposals, the DS&R may, for any reason, whether at its own initiative or in response to a clarification requested by a prospective bidder, modify the RFP documents by amendment. Any amendment shall be issued through publication of addendum in the e-Procurement portal. The DS&R may at its discretion extend the deadline for the submission of Proposals.

- **Liability of the DS&R in preparation & bid submission**

The DS&R is not liable for any cost incurred by a Bidder in the preparation and production of any Proposal, All materials submitted become the property of the DS&R and may be returned at its sole discretion.

- **Language of Proposals**

The Proposal and all correspondence and documents shall be written in English or Kannada. All Proposals and accompanying documentation will become the property of the DS&R and will not be returned.

- **Bid Currency**

Prices shall be quoted entirely in Indian Rupees.

- **Correction of errors**

Bidders are advised to exercise greatest care in entering the pricing figures. No excuse that mistakes have been made or requests for prices to be corrected will be entertained after the quotations are opened.

- **Disqualification of Bid**

The bid is liable to be disqualified in the following cases:

1. The Bid not submitted in accordance with this document.
2. Bid is received in incomplete form.
3. Bid is received after due date and time.
4. If there is any inconsistency between the amount quoted in words and the amount quoted in figures, the bid is liable to be disqualified. Bidders are therefore advised to ensure that all financial information is stated clearly and consistently in both words and figures to avoid disqualification.

- **Format and Signing of Bid**

1. The Bidder must organize the bid in accordance with the format specified in the RFP only.
2. All proposals must be signed with the bidder’s name and by a representative of the bidder, who is authorized to commit the bidder to contractual obligations. All obligations committed by such signatories must be fulfilled.

Annexure-1
Performance Bank Guarantee from a Nationalized Bank

Ref:
Bank Guarantee No:
Date:

To
Chief Commissioner
Greater Bengaluru Authority
Hudson Circle, Bangalore 560 002

1. Against contract vide Advance Acceptance of the Tender No. < > Dated < >covering

<Tender Title> (hereinafter called the said 'contract') entered into between the Chief Commissioner, Greater Bengaluru Authority, (hereinafter called the Purchaser) and M/s._____ , a Company incorporated under the Companies Act, 1956 and having its Registered Office at .....(hereinafter called the Bidder) this is to certify that at the request of the Bidder we (name of the Bank / Branch .....) a body corporate constituted under the Banking Companies [Acquisition and Transfer of Undertakings] Act, 1970 and having its, Registered Office at..... and a branch office at

..... are holding in trust in favour of the

Purchaser, an amount of Rs..... (Rupees.....only) to indemnify and keep indemnified the Purchaser against any loss or damage that may be caused to or suffered by the Purchaser by reason of any breach by the Bidder of any of the terms and conditions of the said contract and/or in the performance thereof. We agree that the decision of the Purchaser, whether by any breach of any of the terms and conditions of the said contract and/or in the performance thereof has been committed by the Bidder and the amount of loss or damage that has been caused or suffered by the Purchaser shall be final and binding on us and the amount of the said loss or damage shall be paid by us forthwith on demand and without demur to the Purchaser.

2. We (Name of the Bank /Branch) ..... Further agree that the guarantee herein contained shall remain in full force and effect during the period that would be taken for satisfactory performance and fulfilment in all respects of the said contract by the Bidder i.e. till _____ hereinafter called the said date and that if any claim accrues or arises against us _____(Name of the Bank /Branch) by virtue of this guarantee before the said date, the same shall be enforceable against us .....(Name of the Bank/Branch) notwithstanding the fact that the same is enforced within six months after the said date, provided that notice of any such claim has been given to us .....(Name of the Bank/Branch) by the Purchaser before the said date. Payment under this letter of guarantee shall be made promptly upon our receipt of notice to that effect from the Purchaser.

3. It is fully understood that this guarantee is effective from the date of the said contract and that we..... (Name of the Bank /Branch) undertake not to revoke this guarantee during its currency without the consent in writing of the Purchaser.

4. We undertake to pay to the Purchaser any money so demanded notwithstanding any dispute or disputes raised by the Bidder in any suit or proceeding pending before any court or Tribunal relating thereto our liability under this present bond being absolute and unequivocal.

5. The payment so made by us under this bond shall be a valid discharge of our liability for payment there under and the Bidder shall have no claim against us for making such payment.

6. We .....(Name of the Bank / Branch) further agree that the Purchaser shall have the fullest liberty, without affecting in any manner our obligations hereunder to vary any of the terms and conditions of the said contract or to extend time of performance by the Bidder from time to time or to postpone for any time or from time to time any of the powers exercisable by the Purchaser against the said Bidder and to forebear or enforce any of the terms and conditions relating to the said contract and we, ...(Name of the Bank / Branch) shall not be released from our liability under this guarantee by

reason of any such variation or extension being granted to the said Bidder or for any forbearance by the Purchaser to the said Bidder or for any forbearance and or omission on the part of the Purchaser or any other matter or thing whatsoever, which under the law relating to sureties, would, but for this provision have the effect of so releasing us from our liability under this guarantee.

7. This guarantee will not be discharged due to the change in the constitution of the Bank or the Bidder.

Notwithstanding anything contained herein:

i) Our liability under this Bank Guarantee shall not exceed of Rs..... (Rupees in words only).

ii). The Bank Guarantee shall be valid up to .....; and;

iii) We..... (Name of the Bank / Branch) are liable to pay the guaranteed amount or any part thereof under this Bank Guarantee only and only if you serve upon us a written claim or demand on or before ##.....

Authorized Signatory of the Bank

Signature
Full name/designation/

Address of the official and date
WITNESS NO. 1

Signature
Full name/designation/ Address
WITNESS NO. 2

Signature
Full name/designation/ Address

Annexure-2

Power of Attorney executed in favor of the Authorized signatory

[To be executed on stamp paper of appropriate value]

It is clarified that the Bidder may submit the Power of Attorney in their own format clearly stating that the person is authorized to sign on behalf of the bidder. It is also clarified that the “Letter of Authorization” is to be read as “Power of Attorney”.

[To be executed on stamp paper of appropriate value]

Power of Attorney

Know all men by these presents, We, [Insert full legal name of the bidding entity], having registered office at [Insert registered office address] (hereinafter referred to as the "Principal”') do hereby constitute, nominate, appoint and authorize [Insert full name of authorized signatory] son of [Insert father’s name] presently residing at [Insert address of authorized signatory] who is presently employed with us and holding the position of [Insert position / designation of the authorized signatory] as our true and lawful attorney (hereinafter referred to as the "Authorized Attorney”) to do in our name and on our behalf, all such acts, deeds and things as are necessary or required in connection with or incidental to the submission of our proposal in response to the RFP bearing number _____ for ‘<RFP Name>’ dated _____, including but not limited to signing and submission of all applications, proposals and other documents and writings, participating in pre-Bid and other conferences and providing information/ responses to the Greater Bengaluru Authority hereinafter referred to as the "The Authority”), representing us in all matters before the Authority, signing and execution of all contracts and undertakings/declarations consequent to acceptance of our Proposal and generally dealing with the Authority in all matters in connection with or relating to or arising out of our Proposal

for the said assignment and/or upon award thereof to us till the execution of appropriate Agreement/s with the Authority.

AND, we do hereby agree to ratify and confirm all acts, deeds and things lawfully done or caused to be done by our said Authorized Attorney pursuant to and in exercise of the powers conferred by this deed of Power of Attorney and that all acts, deeds and things done by our said Authorized Attorney in exercise of the powers hereby conferred shall always be deemed to have been done by us.

IN WITNESS OF WE, _____ THE ABOVE-NAMED

PRINCIPAL HAVE EXECUTED THIS POWER OF ATTORNEY ON THIS DAY OF ....., 2020

For_____

(Signature, name, designation and address)

[Please put company seal if required]

[Notarize the signatures]

Witnesses:

1.

(Signature, name, designation and address)

2.

(Signature, name, designation and address)

Accepted by:

_____

(Signature, name, designation and address of the Authorized Attorney)

[Notarize the signatures]

Annexure-3

Format-3a: Undertaking on Office Premises
(In firm/ company letterhead)

This is to certify that << COMPANY NAME >> has an office in the Bangalore. Relevant address proof is enclosed.

Company Secretary / Authorized Signatory Name of Signatory:
Bidder Name:
Date
Place

Format-3b: Undertaking to open office in Bangalore within 45 days of award of contract
(In firm/ company letterhead)

This is to certify that << COMPANY NAME >> will open office in Bangalore within 45 days from the date of award of contract and will submit relevant address proof.

Company Secretary / Authorized Signatory Name of Signatory:
Bidder Name:
Date
Place

Annexure-4

Undertaking on Being Not Black-Listed
(In firm/ company letterhead)

This is to certify that << COMPANY NAME >> is not blacklisted by the Government of Karnataka or any of its agencies for any reasons whatsoever and not blacklisted by Central / any other State/UT Government or its agencies for indulging in corrupt or fraudulent practices or for indulging in unfair trade practices or for any other reason as on date of submission of the bid.

Company Secretary / Authorized Signatory Name of Signatory:
Bidder Name:
Date
Place

Annexure-5

CA Certificate for Turnover and Net Worth

This is to certify that the financial details furnished by << COMPANY NAME >> for last 4 years i.e. 2021-22, 2022-23, 2023-24, 2024-25 as per the RFP criteria is as below. This is as per the Statement of Accounts which has been duly verified by me and found correct.

SL. No.	Financial Year	Total Turnover (Rs. in Lakh)	Net Worth of the Company (Rs. in Lakh)
1	FY 2021-22		
2	FY 2022-23		
3	FY 2023-24		
4	FY 2024-25		

Company Secretary
Name of Signatory:
Bidder Name:
Date
Place

Annexure-6

Undertaking on litigation(s)
(In firm/ company letterhead)

This is to certify that << COMPANY NAME >> is not involved in any major litigation that may have an impact of affecting or compromising the delivery of services as required under this RFP.

Company Secretary / Authorized Signatory Name of Signatory:
Bidder Name:
Date:
Place:

Annexure-7

Proposed Implementation Approach & Methodology –
Cost optimization and Revenue Generation

As per details written in the RFP Chapter 4 and in addition to that whatever is deemed appropriate by the Bidder.

Annexure-8

Proposed Implementation Approach & Methodology –
New Innovations and Enablers

Indicative lists of some relevant innovative initiatives are listed below. The bidder may choose initiatives from this list or add any other initiative, that may be beneficial for the project. In case of initiatives added by the bidder, GBA holds the right to decide whether the initiative qualifies as an innovative enabler for the project.

- Chat bot
- Recommendation engine
- Helpdesk management module
- Incident management module
- Customer relationship management module

Refer volume II of the RFP for more details on the initiatives.

SL. No	Initiative Name & Description	Key Functional Features	Implementation Roadmap
1			
2			
3			
4			
5			

Annexure-9 - Specified format for CVs

1	**Proposed Position**				
2	**Name of Firm**				
3	**Name of Expert**				
4	**Date of Birth**		**Citizenship:**		
5	**Education**				
6	**Membership in Professional Associations** (Professional Certifications)	•			
7	**Countries Of Work Experience**	•			
Language Skills (mark Excellent/Good/Average)		**Language**	**Read**	**Write**	**Speak**
		English			
		Hindi			
		<Add Language>			
8	**Employment Records**				

From:		To:	
Employer			
Position Held			

From:		To:	
Employer			
Position Held			

From:		To:	
Employer			
Position Held			

9	**Work Undertaken That Best Illustrates Capability To Handle The Tasks Assigned**

Project Name	
Year	
Location	
Client	
Main project Features	

Position Held	
Activities performed	
Expert's contact information: email: phone:	
Certification: I, the undersigned, certify that to the best of my knowledge and belief that **:** • This CV correctly describes my qualifications and my experience. I was not part of the team who wrote the Scope of Work for this RFP. • I understand that any willful misstatement described herein may lead to my disqualification or dismissal, if engaged.	
Name of Expert	Signature / Date

Please also refer below documents :

1. Annexure-10 - Letter Format for providing services as specified in the Tender
2. Annexure-11 - General Information about the Bidder (In firm/ company letterhead)
3. Annexure-12- Declaration of Acceptance of Terms and Conditions in RFP
4. Annexure-13 - Specifications of hardware assets required for Seva Mitras

Annexure-10

Letter Format for providing services as specified in the Tender
(In firm/ company letterhead)

To
Special Commissioner (IT)
Greater Bengaluru Authority,
Hudson Circle,
Bangalore 560 002

Sir,

Sub: Undertaking for providing services as specified in the Tender

Ref: Tender No: <TENDER REFERENCE NUMBER> Dated <DD/MM/YYYY>

We, the undersigned Bidders, having read and examined in detail all the bidding documents in respect to the RFP for Selection of Agency for Establishment & Running of 10-Comprehensive Citizen Service Centres for the GBA & 5-City Corporation Services in Bengaluru City, do hereby propose to provide our services as specified in Tender.

Technical Response

We confirm having submitted the information as required by you in your Request for Proposal document. This is enclosed in Section – to Section – of our technical bid. In case you require any other further information/documentary proof in this regard for evaluation of our bid, we agree to furnish the same in time to your satisfaction.

Bid Security

We have submitted EMD declaration form in the specified format. **Deviations**

We declare that all the services shall be performed strictly in accordance with the bid documents except for the variations and deviations, all of which have been detailed out exhaustively in the following statements, irrespective of whatever has been stated to the contrary any-where else in our bid:
Statement of Deviations on technical, commercial and terms and condition
Further, we agree that additional conditions, if any, found in the bid documents, other than those stated in deviation schedule, shall not be given effect to.

Performance Bank Guarantee

We hereby declare that in case the contract is awarded to us, we shall submit the contract performance bank guarantee in the form prescribed in the RFP.

Validity of this Bid

We agree to abide by this tender response for a period of 180 days from the date of submission of the bid and it shall remain binding upon us with full force and virtue, until within this period a formal contract is prepared and executed, this tender response, together with your written acceptance thereof in your notification of award, shall constitute a binding contract between us and the GBA.
We undertake, if our proposal is accepted, to adhere to the implementation plan for the Proposed System at GBA put forward in RFP or such adjusted plan as may subsequently be mutually agreed between us and GBA or its appointed representatives.

We hereby declare that our bid is made in good faith, without collusion or fraud and the information contained in the bid is true and correct to the best of our knowledge and belief.

We understand that our bid is binding on us and that you are not bound to accept a Bid you receive.

It is hereby confirmed that I / We are entitled to act on behalf of our company / corporation / firm / organization and empowered to sign this document as well as such other documents, which may be required in this connection.

Thanking you,

Yours faithfully

(Signature of the Authorized signatory)
Name
Designation
Seal
:
Date:
Place
:
Business address:

Annexure-11

General Information about the Bidder (In firm/ company letterhead)

Details of the Bidder (Company)				
1	Name of the bidder			
2	Address of the Bidder			
3	Status of the Company (Public Ltd/ Pvt. Ltd)			
4	Details of Incorporation of the Company	Date:		
		Ref. #		
5	Details of commencement of Business	Date:		
		Ref. #		
6	Valid GST registration no.			
7	Permanent Account Number (PAN)			
8	Name & Designation of the contact person to whom all references shall be made regarding this tender			
9	Telephone No. (with STD Code)			
10	E-Mail of the contact person:			
11	Fax No. (with STD Code)			
12	Website			
14	Financial Details (as per audited Balance Sheets) (in Cr)			(add for 2024-25)
	Year	**2021-22**	**2022-23**	**2023-24**

	Net Worth			
	Turn Over			

Annexure-12

Declaration of Acceptance of Terms and Conditions in RFP

(In firm/ company letterhead)

To
Special Commissioner (IT),
Greater Bengaluru Authority,
Hudson Circle,
Bangalore 560 002

Sir,

Sub: Declaration of Acceptance of Terms and Conditions in RFP No _____ dated _____
Ref: Tender No: <TENDER REFERENCE NUMBER> Dated <DD/MM/YYYY>

Sir,

I have carefully gone through the Terms & Conditions contained in the RFP document [No. .....] regarding RFP for Selection of Agency for Establishment & Running of 10-Comprehensive Citizen Service Centres for the GBA & 5-City Corporation Services in Bengaluru City.

I declare that all the provisions of this RFP/Tender Document are acceptable to my company. I further certify that I am an authorized signatory of my company and am, therefore, competent to make this declaration.

Yours faithfully,

(Signature of the Bidder)
Printed Name
Designation
Seal
Date:
Business Address:

Annexure-13

Specifications of hardware assets required for Seva Mitra

Every Seva Mitra shall carry the following hardware devices allocated to him. Below are the minimum technical specifications for the same:

1. Android Tablet with 7-inch screen

- Processor- 1.0 GHz Dual Core or above
- RAM- 2 GB or above
- Internal Storage- 16GB or above
- Expandable storage through micro SD, minimum 64 GB
- USB Port- Minimum One Micro USB port and an optional additional USB Port • USB port should provide power supply to biometric device and support USB OTG.
- Rear Camera with Auto focus & 13 Mega Pixel resolution or above, LED Flash
- Front Camera with 5 Mega Pixel resolutions or above
- 7’’Capacitive touch screen and 1024x600 pixel resolution or above
- Scratch resistant front screen
- GSM SIM card slot with voice calling and call recording support
- Min. Battery backup up to 480 minutes, with minimum 3000 mAh battery (if prescribed battery backup cannot be ensured, a power bank with minimum 10000mAH capacity should be provided)
- SAR values within acceptable range
- Separate charging port with AC adapter 110-240-volt range
- Micro USB host cable
- GPS and AGPS facility for capturing the location coordinates

- Connectivity Requirements o Mandatory 4G mobile data support o Wi-Fi IEEE 802.11b/g/n
- Android 5.0 Operating System or Above
- Safety and other standard compliance – CE certification/RoHS certification BIS IS 13252 & FCC certification

2. Single Fingerprint Scanner Device for use with Android Tablet

- STQC certified Single Finger-print biometric device for Aadhaar Authentication with driver, in-built template extractor software/SDK (mandatorily with license, if required) (STQC Certificate for the device must be submitted)
- API/SDK for Android (5.0 and above) platform.
- Device should be plug and play with any android (5.0 and above) tablet without need of any additional license to be deployed.
- The device should have integrated USB 2.0 type connector or higher.
- Device must come with connector cables to allow connection of the device to Micro USB port.
- Vendor shall provide all necessary technical support for integration of their device.

Note : For each Seva Mitra, one Android Tablet shall be given along with other IT and Non IT as per the specifications described above.

Annexure-14

EMD Declaration Form

I, hereby submit a declaration that the tender submitted by the undersigned, on behalf of the tenderer..... (Name of the Tenderer), shall not be withdrawn or modified during the period of validity or extended period of validity.

I, on behalf of the tenderer.....(Name of the Tenderer), also accept the fact that , in case the tender is withdrawn or modified during the period of its validity / extended validity period or if we fail to sign the contract in case the contract is awarded to us or we fail to submit a Performance Security and Additional Performance Security, if any, before the deadline fixed in the Tender Document, then .....(name of the tenderer) will be debarred for participation in the tendering process for the Procurements of the Procurement Entity for a period of one year from the date of default.

(Signature of the Authorized Signatory)

(Official Seal)

Annexure-15

Financial Bid Format

(To be submitted through the e-Procurement Portal)

14.1 Financial Bid

The Bidder shall quote the **price per service request** for each of the services listed below.

The Financial Bid shall be evaluated based on the **weighted sum of the quoted service prices**, using the weightages assigned to each service.

The Evaluated Financial Bid shall be calculated as:

$$Evaluated\,Price = \sum_{i=1}^{n} (W_i \times P_i)$$ Where:

- $\mathbf{W_i}$ = Weightage assigned to service *i*
- $\mathbf{P_i}$ = Price quoted by the Bidder for service *i*

The prices quoted shall remain **firm and fixed for the entire Contract Period of seven (7) years** and shall not be subject to escalation unless otherwise expressly provided in this RFP.

14.2 Financial Bid Format

SL. No	Service	Weightage	Price Per Service Request (in Rs)	Weighted Value (in Rs)
1	**2**	**3**	**4**	**5 = 3 x 4**
1	Final eKhata	35		
2	B to A Khata (requires field verification#)	10		
3	New Khata (requires field verification)	12		
4	Vacant plot Khata (requires field verification#)	5		
5	Bulk layout (per plot in layout)	1		
6	Bulk Flats/Units (requires field verification#) (per flat in the Multi-Storey Building)	6		
7	Amalgamation (requires field verification#)	1		

8	Subdivision of Khata	1		
9	Mutation	9		
10	Birth certificate	4		
11	Death certificate	3		
12	Mobile tower	1		
13	Tree cutting	1		
14	Property tax	20		
15	Trade licence	1		
16	Advertisement	1		
17	Road cutting	1		
18	Development plan	1		
19	Layout approval	1		
20	Location certificate	1		
21	Other property	1		
22	Change land use	1		
23	Land use assignment	1		
24	Sensitive clearance	1		
25	Other Services with data entry <=25 (without field verification#)	1		
26	Other Service with data entry >25 (without field verification#)	1		
27	Other Services with data entry <=25 (with field verification#)	1		
28	Other Service with data entry >25 (with field verification#)	1		
	TOTAL			

 # Requires Field Verification means that Seva Mitra will have to visit the field and do reporting for the service to be processed and delivered.

14.3 Instructions to Bidders

1. The Bidder shall quote prices for **all services listed above**. Failure to quote any service shall render the bid **non-responsive**.

2. The Financial Bid shall be evaluated based on the **Evaluated Price**, calculated as the sum of weighted values.

3. The Bidder quoting the **lowest Evaluated Price** shall be ranked **L1**.

4. The quoted service prices shall be **final, binding, and valid for the entire Contract Period**, and shall not be modified after submission of the bid.

5. **Tie-Breaking Mechanism:**

In case two or more bidders quote the same lowest Evaluated Price:

(a) The bidder quoting the **lower price for the service with the highest weightage** shall be ranked higher.

(b) If still tied, the comparison shall proceed sequentially to the **next highest weightage service**, and so on.

(c) If all service prices are identical, the L1 bidder shall be selected through **draw of lots**.

6. Any **conditional Financial Bid** shall be rejected as non-responsive.

14.4 Submission of Financial Model & Analysis by L1 Bidder

Since the e-Procurement Portal permits submission only of the Financial Bid in terms of service-wise prices, the detailed financial model shall **not be submitted along with the bid**.

The bidder declared **L1** shall be required to submit a **detailed financial analysis** demonstrating the financial viability of the Project based on the quoted service prices.

The financial analysis shall include, at a minimum:

- CAPEX assumptions
- Normative OPEX calculations
- projected Government Service Revenues
- Annualised CAPEX recovery
- Revenue Threshold calculations
- Adjusted Cash Flow and Cumulative Adjusted Cash Flow
- expected return on investment

The financial model shall be submitted within the time period specified by the GBA.

14.5 Verification of Financial Model

The GBA shall examine the financial model submitted by the L1 bidder to verify:

- internal consistency of calculations
- reasonableness of assumptions
- alignment with the service prices quoted

The service-wise prices quoted in the Financial Bid shall remain **final and binding** and shall not be modified.

The GBA may seek clarifications; however, **no material modification** to the financial assumptions or quoted prices shall be permitted.

If the financial model is found to be:

- inconsistent, or
- based on unrealistic assumptions, or
- incapable of supporting the quoted service prices

the bid shall be treated as **non-responsive and liable for rejection**.

In such case, the GBA will:

- reject the tender and may go for the next bid, and
- take action regarding Bid Security (EMD) as per the provisions of this RFP.

14.6 Declaration

The Bidder is deemed to confirm that the service prices quoted have been determined after careful consideration of:

- capital investment
- operating costs
- projected revenues
- expected return on investment

and that the bid is **financially viable and sustainable**.